

2023 Annual Nursing Report

Children's Healthcare of Atlanta



A Letter From the Chief Nursing Officer



I am proud to share the 2023 Annual Nursing Report, a testament to the extraordinary efforts and exceptional care provided by Children's Healthcare of Atlanta nurses every day.

2023 was a year of triumphs, large and small, all made possible by the spirit of nursing excellence. We achieved significant milestones in all three of our hospitals' designations by the American Nurses Credentialing Center. Egleston and Scottish Rite earned second designations by the Magnet Recognition Program®, and Hughes Spalding proceeded directly to survey after a successful document review for its second Pathway to Excellence Program® designation. Our nurses' commitment to the highest standards of professional practice is consistently recognized within Children's and in the community.

In the face of challenges such as increased patient volumes and acuity, Children's nurses demonstrated levels of resilience, compassion and dedication that are truly commendable. It's through our teams' tireless efforts that we can touch the lives of so many families.

This year's achievements set the stage for even greater milestones in 2024 as we open Arthur M. Blank Hospital. Let us take a moment to celebrate the accomplishments, acknowledge the challenges overcome and draw inspiration from the stories that showcase the heart and soul of nursing at Children's.

The stories captured within this report offer only a small reflection of the work of Children's nurses throughout the year to do everything possible to make anything possible for kids. Each of our nurses played a crucial role in making this a remarkable year for Children's. I am honored to be a part of such a talented team, and I look forward to the continued excellence that lies ahead.

A handwritten signature in black ink that reads "Linda Cole". The script is elegant and cursive.

Linda Cole, MBA, BSN, RN, FACHE, NEA-BC
Chief Nursing Officer



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Nurses at Children’s Healthcare of Atlanta maintain their commitment to delivering exceptional care to kids and practicing at the top of their profession. This Annual Nursing Report outlines our nurses’ steadfast contributions to superior outcomes and continuous self-improvement to further strengthen our focus on what matters most, the kids.

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With the most hospitals and neighborhood locations, we’re the largest healthcare provider for kids in Georgia—plus one of the largest pediatric clinical care providers in the country. Yet we succeed as One Children’s—a unified pediatric system that does <i>everything possible</i> to make <i>anything possible</i> for kids.	
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Caring for kids is no easy task, yet our nurses exemplify the compassionate, caring and supportive nature that is at the heart of Children’s. Whether providing clinical care or working in specialty areas, our nurses span a wide range of roles and responsibilities, all with the same mission of making kids better today and healthier tomorrow.	
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A Mission That Makes a Difference

For more than 100 years, Children’s has played an essential role in our community and throughout the country by working together on clinical, teaching, research and advocacy programs that provide the highest quality of care. Children’s employees are unique in how passionate we are about kids. We are proud to be problem solvers, innovators and a trusted resource for anyone in a child’s life. Our Mission, Vision, Values and Promise manifest in each of us and serve as a constant reminder that we put kids at the center of everything.

<h3>Mission</h3> <p>To make kids better today and healthier tomorrow.</p>	<h3>Vision</h3> <p>To be a unified pediatric system that does <i>Everything Possible</i> to make <i>Anything Possible</i> for kids.</p>	<h3>Values</h3> <ul style="list-style-type: none">• Care about people• Passionate about kids• Dedicated to better• Committed to self	<h3>Promise</h3> <p>People First, Children Always.</p>
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Who We Are at Children’s

Since 1915, Children’s has made it a priority to give all kids access to the specialized care they need. We want to give every child the best chance for their lifetime. While we deliver exceptional care to kids across Georgia and beyond, we also have advanced the field of pediatrics through groundbreaking research and innovative clinical trials. As we continue to lead the way for comprehensive care, we’ll think bigger, push further and achieve more for the kids we serve.

Today, Children’s consists of:

Three hospitals



Egleston, Scottish Rite and Hughes Spalding

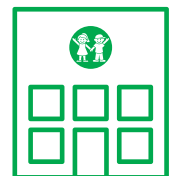
Eight

Urgent Care Centers and facilities that offer primary care, sports medicine, rehabilitation and surgical services



Center for Advanced Pediatrics

Marcus Autism Center



25 Outpatient Clinics

In 2023, staff throughout our System managed:



450,000+
unique patients
(from all 159 counties in Georgia)

28,300+
HOSPITAL DISCHARGES

1,151,000+
outpatient visits

44,400+

surgical procedures
(including inpatient and outpatient)



20,763
primary care visits

245,600+
EMERGENCY DEPARTMENT VISITS

178,800+
URGENT CARE CENTER VISITS



188,600+
inpatient days

13,700+
telemedicine visits

68,600+
calls to the Children's nurse advice line

EGLESTON



338,886
patient visits

330 licensed beds

94,544 inpatient days

80,327 Emergency Department visits

HUGHES SPALDING



90,168
patient visits

24 licensed beds

2,216 inpatient days

57,783 Emergency Department visits

SCOTTISH RITE



396,365
patient visits

319 licensed beds

91,889 inpatient days

107,533 Emergency Department visits

A New Chapter

For more than 100 years, our Mission has remained the same. Yet how we meet this goal is ever changing. This is a place where the past intertwines with the present to promise an exciting future.

2023, the last full year of preparation before Arthur M. Blank Hospital opens in September 2024, began with the Children's lettering installation on the side of Arthur M. Blank Hospital, symbolizing a long-awaited project nearing completion—the start of a historic new chapter in Children's Story.

This past year also brought unprecedented patient surges. More than anyone, our clinical employees understand how desperately this new expanded space is needed to meet the growing needs of kids and families throughout Georgia. Arthur M. Blank Hospital provides us with hope for the future of Children's and the exceptional care we provide as we continue to transform pediatric healthcare in Georgia.



2023 held many noteworthy project milestones, including the topping out of the South Tower, the first group of hospital floors being turned over, impressive progress made towards workforce planning and the entire state rallying around Hope and Will as they Climbed for the Kids. Each of these reminds us that we are one step closer to fulfilling our Mission.

While there is still much to finish before we open the doors of Arthur M. Blank Hospital, we want to share our gratitude for the thousands of individuals who have dedicated their time and talents to this exciting new chapter in the Children's Story. Because of them, we are better equipped to serve Georgia's children for generations to come.

“This is a great leap into the future for children in Georgia!”

Employee comment from Children's Check-Up

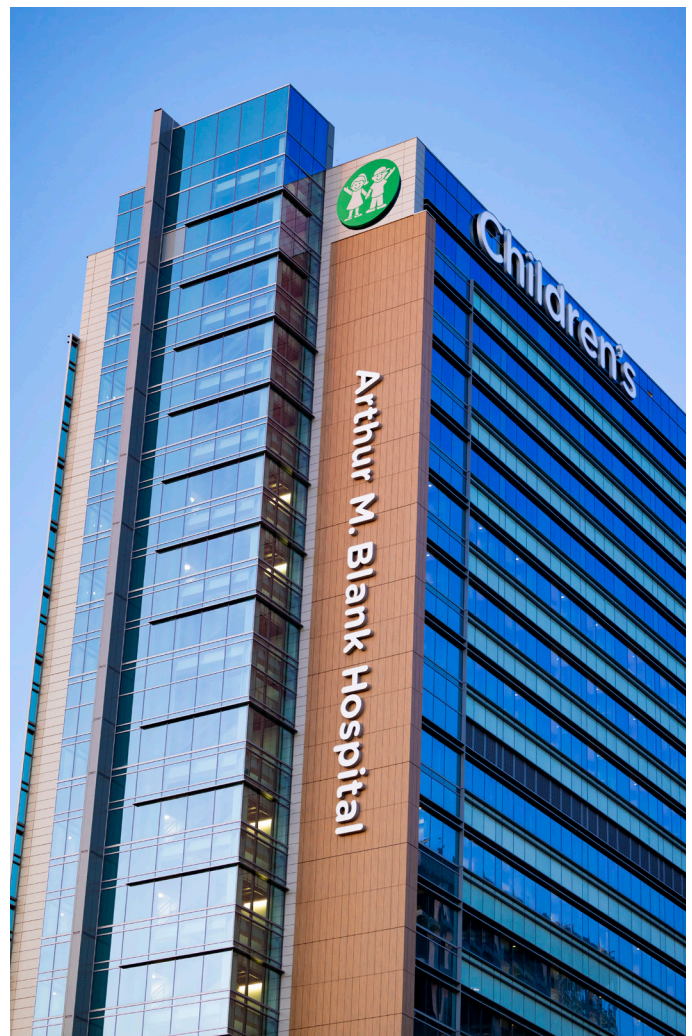
Dedicated to Better

While Arthur M. Blank Hospital represents an incredible new chapter in the Children's Story, each of our locations plays a critical role in us delivering our Mission. We are committed to continuous growth and evolution in our practices, processes and facilities as part of One Children's. This past year, we also launched the Scottish Rite Master Plan, a multi-year planning effort for the future of the Scottish Rite Campus and strategized how we can continue to innovate and deliver the best, most advanced pediatric care possible at all our locations. We have many learnings and standards from Arthur M. Blank Hospital that will be applied to streamline and ease the planning process for Scottish Rite and future projects. No matter your role or location, we're all connected to each other—because we're all connected to the kids.

We look forward to an incredible 2024, and beyond, as we continue to do *everything possible* to make *anything possible* for kids.

Arthur M. Blank Hospital 2023 Highlights

1. Our construction team installed the Children's medallions, Children's lettering, Arthur M. Blank Hospital lettering and canopy signage and surpassed **6 million (6,136,412) construction work hours completed**. In November, Levels 0-4 were turned over to Children's for facilities activation, and more than **11,000 pieces of medical equipment** have been moved into the building so far.
2. The Learning and Training Team finalized Orientation & Training Schedules for nearly **10,000 staff, providers and contingent workers** and held **252 Department Specific Orientation & Training Meetings** to identify training topics for Department Specific Orientation. This robust training will acclimate employees to their new space, equipment, technology, policies and workflows.
3. Clinical transition teams, consisting of nurses and leaders across all hospital departments, **completed 234 transition tasks** in preparation for the move into Arthur M. Blank Hospital.



Our Nurses

Professional Nursing Practice

The professional practice model (PPM) is a framework that serves as a guide for defining, overseeing and evaluating professional nursing practice to ensure and support the advancement of the nursing profession at Children's. The PPM, also referred to as our practice framework, represents nurses' professional identity through eight components that describe how nurses at Children's practice, collaborate, communicate and develop professionally to provide patient-centered care of the highest quality—collectively, it defines what it means to be a Children's nurse.

By the profession's nature, nurses are committed to lifelong learning. Children's provides critical training and development that makes learning easy and accessible for busy nurses. My Path, our nursing career advancement program, provides a way for nurses to invest in themselves and their professional growth. In 2023, 136 nurses advanced in My Path, doubling the number of advancements from 2022.



PROFESSIONAL NURSING PRACTICE AT

CHILDREN'S

- Care Delivery
- Healthy Work Environment
- Improving Outcomes
- Leadership
- Development
- Research & EBP
- Engagement
- Nursing Practice

Professional Nursing Practice

4,484

Children's nurses

429 advanced practice registered nurses

9.18 average years of service

903 nurses hired

201 rehires

Clinical Nurse Advancements by Level

106 nurses advanced to Clinical Nurse 3

30 nurses advanced to Clinical Nurse 4

Clinical Nurse Advancements by Campus

136 nurses advanced in 2023

3 at the Support Center

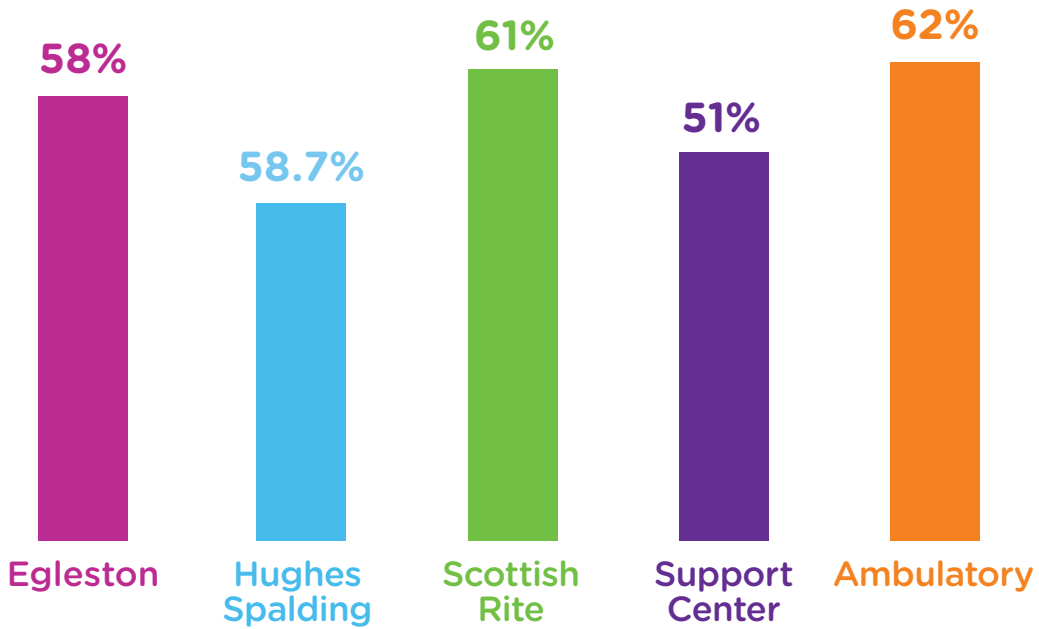
68 at Egleston

14 at the Center for Advanced Pediatrics and Neighborhood Locations

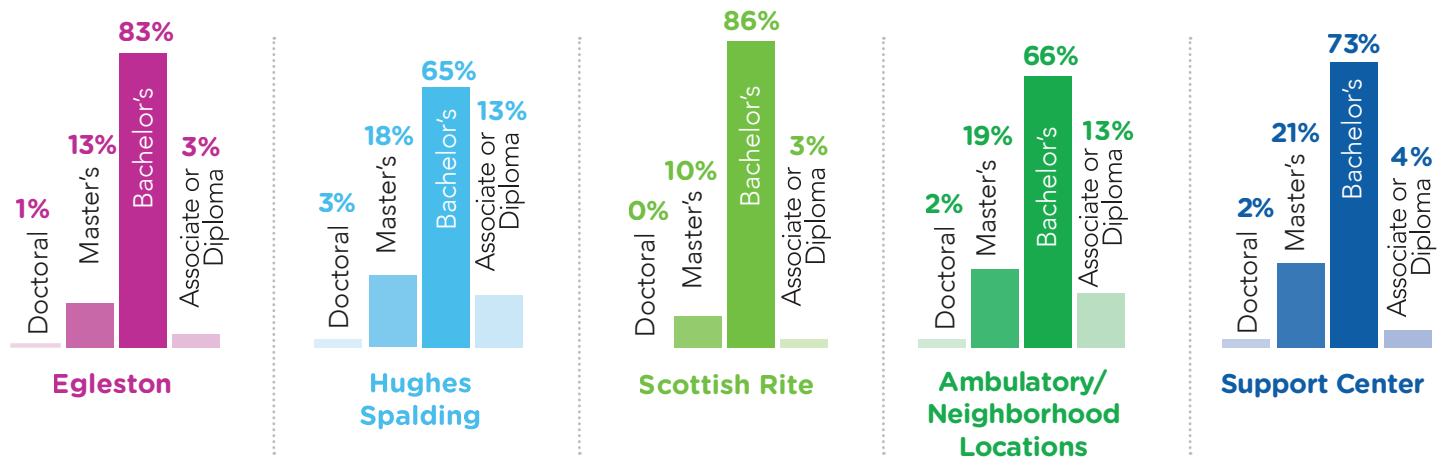
1 at Hughes Spalding

50 at Scottish Rite

Clinical Nurse Certification Rate



Highest Nursing Degree by Campus



Percentages have been rounded to the nearest whole for the purposes of this report.

Shared Leadership

What is Shared Leadership?

Shared Leadership is the shared governance system at Children's. It was first implemented in 1984 and has evolved through periodic evaluations to better meet the needs of Children's nurses and reflect changes over time in pediatric healthcare. In 2016, it was formally named Shared Leadership after an interprofessional team redesigned the structure using the Donabedian framework, which is comprised of structure, process and outcome components. Now, nurses and interprofessional partners are formally organized to participate in decision-making that impacts clinical practice standards, quality improvement, professional development and research. Shared Leadership is implemented throughout Children's to engage nurses at all levels.

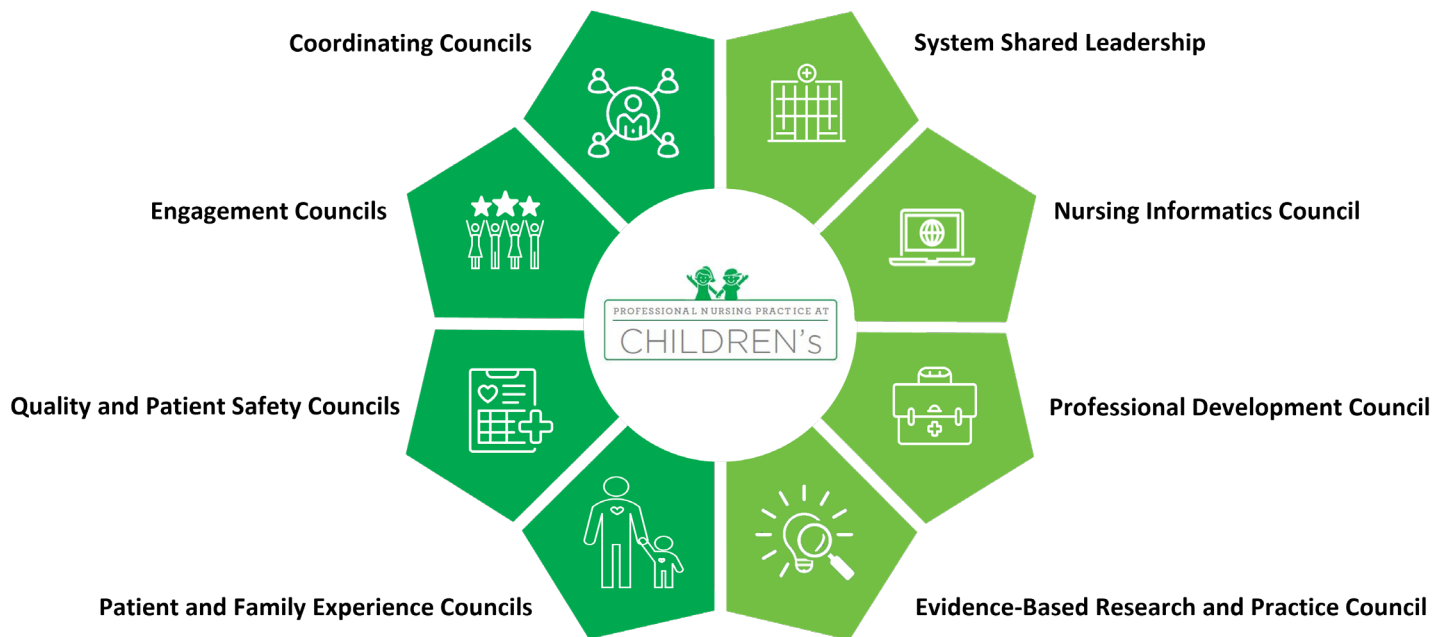
The purpose of Shared Leadership is to support the Children's Mission, Vision, Values and strategic plan by engaging and empowering clinical staff committed to achieving clinical excellence and demonstrating superior outcomes through the delivery of quality patient care for our families.

The Shared Leadership structure requires fluid, flexible processes supportive of clinical excellence at the point of care (e.g., practice setting). Successful Shared Leadership relies on encouraging staff members to provide input to all councils and hold them accountable for following professional nursing practice standards.

SHARED LEADERSHIP

CAMPUS COUNCIL

SYSTEM COUNCIL



There are 13 councils within Shared Leadership.

- The three System councils are the Evidence-Based Research and Practice Council, Professional Development Council and the new Nursing Informatics Council.
- Egleston and Scottish Rite both have four campus councils: Coordinating Council, Engagement Council, Quality and Patient Safety Council and Patient and Family Experience Council.
- Hughes Spalding and Ambulatory have Shared Leadership Councils that work as a team to cover all the campus councils, as well as provide System-level representation.

Shared Leadership Highlights

Despite high census and acuity throughout 2023, Children’s nurses and interprofessional partners dedicated their time to Shared Leadership councils by continuously participating in meetings and hosting multiple events.



Awards and Recognition

At Children’s, our nurses consistently demonstrate excellence in nursing practice, patient and family experience and dedication to the Children’s Values. We admire their extraordinary attention to detail and the compassionate care they provide patients and staff. Through a variety of celebrations and awards, we aim to recognize their hard work and achievements—both personal and professional—every chance we get.

ANCC Recognition

Egleston and Scottish Rite Magnet Redesignation

The American Nurses Credentialing Center's (ANCC) Magnet Recognition Program® recognizes healthcare organizations for quality patient care, nursing excellence and innovations in professional nursing practice.

Considered to be the gold standard in nursing excellence, ANCC Magnet Recognition is the highest and most prestigious international designation that a healthcare organization can receive for nursing. There are currently 599 Magnet hospitals in the United States with Egleston and Scottish Rite included among only 49 Magnet-recognized pediatric organizations.

Egleston and Scottish Rite received their first Magnet designations in 2018 and 2019, respectively. To achieve second Magnet designations, Egleston and Scottish Rite had to continue demonstrating an exceptional practice environment for nurses and meeting high standards for patient experience. This lengthy process included an electronic application, written patient care documentation, a three-day Magnet site visit and an official review by the Commission on Magnet Recognition.

Children's nurses and leaders participated in 46 training sessions to prepare for the site visits, showcased their quality and patient outcomes on unit boards and decorated their units for the "Lights, Camera, Magnet" theme. Throughout the three-day site visits, nurses shared countless stories about what makes each of them proud to be a Children's nurse. Egleston and Scottish Rite site visits brought to life the stories from the Magnet documents and provided appraisers with opportunities to hear from the community, nurses, leaders and other healthcare team members about what makes the culture of nursing special at Children's.



The culmination of this hard work resulted in successful second designations for Egleston (June 2023) and Scottish Rite (October 2023) from the ANCC Commission on Magnet Executive Committee Vice-Chairs. Both Egleston and Scottish Rite received numerous Magnet exemplars.

Exemplars are stories that highlight excellence in nursing practice and are considered best practices that should be disseminated at a national level. Receiving more than one or two exemplars is rare, which makes these accomplishments even more remarkable.

The ANCC commended several key strengths of the Egleston nursing team, as evidenced by 13 Magnet exemplars, including:

- Commitment to professional development and lifelong learning—92% of professional registered nurses have obtained a baccalaureate or higher degree in nursing, exceeding the 80% requirement.
- Resiliency and resources for nurses—programs are in place to promote staff wellness and wholeness, including the Strong4Life program with multiple wellness and resiliency resources.
- Patient satisfaction—100% of ambulatory nursing units exhibited high-performance in-patient engagement or patient-centered care, patient education, responsiveness and careful listening.
- Innovation—a new role titled, “Onboarding Specialist” has been widely adopted to support new staff beyond the role of the preceptor and serve as a career development path for nurses, exemplifying how the organization continues to use innovative approaches to support team members.

The ANCC also commended several key strengths of the Scottish Rite nursing team, as evidenced by 14 Magnet exemplars, including:

- Commitment to professional development and lifelong learning—nearly 90% of professional registered nurses have obtained a baccalaureate or higher degree in nursing, exceeding the 80% targeted goal.
- Nursing sensitive indicators—for most of the past two years, 100% of data showed Scottish Rite outperformed the national benchmarks for the following quality indicators: hospital acquired pressure injuries and device-related pressure injuries across all inpatient units, falls with injury across all ambulatory settings, and average time from ED arrival to departure for admitted patients.
- Patient satisfaction—for most of the past two years, 100% of inpatient units exhibited high-performance in-patient engagement/patient-centered care, patient education, care coordination, and courtesy and respect.

These achievements are the culmination of a multi-year journey and a result of our nurses’ unwavering commitment to excellence in healthcare.

Hughes Spalding Pathway to Excellence Document Submission

In November 2023, Hughes Spalding submitted a 750-page document to the ANCC highlighting our many examples of Pathway Standard enculturation in pursuit of redesignation through the Pathway to Excellence Program®. The Pathway to Excellence Designation is a premier designation that encompasses six Pathway Standards that include Shared Decision Making, Leadership, Safety, Quality, Professional Development and Well-being. After receiving designation for the first time in 2019, Children’s is pursuing Pathway designation again because we are confident in our ability to demonstrate our commitment to establishing the foundation of a healthy workplace for staff. This is an outstanding accomplishment on behalf of all our nurses, care delivery partners and Children’s as a whole.

After a successful document submission in 2023, Hughes Spalding proceeded directly to the final step in the redesignation process, Pathway Survey Completion, in 2024. During this survey, Hughes Spalding nurses will validate the presence of essential elements of a positive work environment. We look forward to concluding Hughes Spalding’s journey toward its second Pathway to Excellence journey in 2024.



Scottish Rite PCA3 during Magnet site visit

Egleston NICU Verified as the First Level IV Neonatal Center in Georgia

Children's is proud to announce the American Academy of Pediatrics (AAP) and Georgia Department of Public Health (DPH) recently verified our Egleston Neonatal Intensive Care Unit (NICU) as a Level IV Neonatal Center—the first to receive this designation in the state of Georgia.

This three-year recognition distinguishes our Egleston NICU for demonstrating the highest levels of quality care and collaboration across specialties to meet the needs of premature and critically ill newborns. As the only verified Level IV Neonatal Center in Georgia, our Egleston NICU teams care for babies born at all gestational ages and with any medical or surgical need.

"What this means for Children's is that we are recognized for our highly specialized services that are available for the most critical neonates in the state," said Brenda Poindexter, MD, Chief of Neonatology, Egleston. "It affirms that we truly do everything possible to make anything possible for the neonates and infants entrusted to our care. We applaud the Georgia Department of Public Health for their decision to use the AAP Standards for Levels of Neonatal Care—II, III and IV—and believe that this will improve outcomes for babies throughout our state."

To achieve this designation, Children's welcomed surveyors from the DPH and AAP in September to review benchmarks and multiple cases within the Egleston NICU, tour the unit and meet with staff and clinical leadership. In all areas, the Egleston NICU exceeded the performance standards set by the AAP and was officially named a Level of Care IV Neonatal Center. The survey report also included positive notes on the close collaboration among employees and multiple specialties, our shared goal of keeping the best interest of patients top of mind, and the variety of employee wellness initiatives.

Donna Hyland, CEO of Children's, celebrates this as another monumental win for our System—alongside the recent Magnet redesignations for Egleston and Scottish Rite.

"On the heels of our Magnet redesignation for both Egleston and Scottish Rite, I am thrilled the Egleston NICU is the first in the state of Georgia to receive this prestigious recognition of Level IV Neonatal Center," said Donna. "The specialized pediatric care is what sets Children's apart, and this designation affirms that our clinical teams truly go above and beyond for our patients and patient families each and every day."

AACN Beacon Award for Excellence

The Beacon Award for Excellence—a significant milestone on the path to exceptional patient care and healthy work environments—recognizes unit caregivers who successfully improve patient outcomes and align practices with AACN's six Healthy Work Environment Standards. Units that achieve this designation meet national criteria consistent with the ANCC Magnet Recognition Program, the Malcolm Baldrige National Quality Award and the National Quality Healthcare Award.

Congratulations to the Aflac Inpatient Unit at Scottish Rite and the Cardiac Cath Lab and Pre-Post Recovery Unit at Egleston on receiving this honor in 2023!

Aflac Inpatient Unit at Scottish Rite Receives Silver Beacon Award for Excellence

The silver-level Beacon Award for Excellence earned by the Aflac Inpatient Unit signifies an effective approach to policies, procedures and processes that includes engagement of staff and key stakeholders.



The Aflac Inpatient Unit at Scottish Rite maintained an average daily census of 24 in 2023, and 8,588 patient days, with an average length of stay of 4.96 days. The AACN recognized the unit's implementation of palliative care education through simulation and the introduction of the Code BERT response as best practices.

Cardiac Cath Lab and Pre-Post Recovery Unit at Egleston Receive Gold Beacon Award for Excellence

AACN awarded the Children's Cardiac Cath Lab and Pre-Post Recovery Unit the Gold Beacon Award for Excellence, which honors individual units that distinguish themselves by improving care for patients and families.

This makes the Cardiac Cath Lab and Pre-Post Recovery Unit one of only four in the country to receive a Beacon Award for Excellence and the only pediatric catheterization lab to receive a Gold-Level award. The Cath Lab performs an average of 1,200 cardiac catheterization and electrophysiology cases annually and is one of the busiest pediatric catheterization labs in the country.

Atlanta Journal Constitution Nursing Excellence Awards

Each year, the Atlanta Journal-Constitution (AJC) asks the Atlanta community to share stories of nurses who have gone above and beyond the call of duty to feature in the AJC Nursing Excellence Awards. This year, **nearly 50 nominations** were submitted from colleagues, supervisors, patients and families. An independent panel of judges selected 10 nurse honorees, including one of our Children's nurses.

Nominees were invited to attend a luncheon in May, organized by the AJC, to celebrate the bravery, kindness and perseverance of these nurses.

Children's is proud to celebrate our Top 10 honoree, two nurse leader nominees and 44 nurse nominees!

2023 AJC Nursing Excellence Award Nurse Leader Nominees

Abby Fallis, MSN, RN, NE-BC
Director, General Patient Care | Egleston



Anneka Hitch, BSN, RN, CPHON
Clinical Nurse | Egleston Aflac Clinic



2023 AJC Nursing Excellence Award Honoree

Stacey received the AJC Nursing Excellence Award after being nominated in Fall 2022. More than 800 nurses were nominated, but only 10 were selected for this prestigious honor.

“She is committed to her patients and truly finds joy in being a part of their journey even in the tough times,”

nominator **Rebecca Weaver, BSN, RN, CPHON**, said of her colleague. “Taking care of kids with cancer is not for the faint of heart, but Stacey does it with such compassion and ease.”

Stacey Howard, BSN, RN, CPHON Clinical Nurse | Egleston Aflac Clinic

Weaver said Howard remembers the smallest details about her patients—their favorite television shows, their siblings’ names, their favorite popsicle flavor and how they like their port accessed.

“When she is not here, all of the patients and families ask where she is,” Weaver said. “She constantly goes above and beyond advocating for her patients and their care.”

Howard started at Children’s as an intern while in nursing school and moved into a full-time job after graduation. She spent her first seven years as an inpatient nurse in pediatric hematology and oncology, then shifted to the clinic as a solid tumor nurse for a better work schedule.

About two years later, she was encouraged to move into leadership as an assistant nurse manager.

“The way she led by example was truly inspirational—so much so that I applied for an assistant nurse manager role after seeing the positive impact she has been able to have in the role,” Weaver said.

But Howard soon decided to return to the bedside.

“I went into leadership because I felt like I could support



2023 AJC Nursing Excellence Award winner Stacey Howard

the nurses in a way that would enable them to provide the best care possible to the patients,” Howard said. “And while that role is crucial in the hospital, I really missed the special relationships and bonds that I used to have with the patients and families. I missed having patients that I could call my own.”

The married mother of two sons says she often encounters people who say, “I don’t know how you do what you do.”

“But honestly, I love it, and the reason is the patients,” Howard said. “The patients are so incredibly special, and I am just honored to be a part of their journey.”

2023 AJC Nursing Excellence Award Nominees

NAME/CREDENTIALS	ROLE	CAMPUS
Abby Greenberg, BSN, RN, CPHON	Clinical Nurse	Egleston Aflac Clinic
Allison Kruse, MSN, RN, CCRN	Clinical Nurse	Egleston Heart CICU
Alina Reyes, BSN, RN, CPN	Patient Teaching Coordinator	Egleston TICU
Amanda Battle, MSN, RN, CPNP-PC, NPD-BC	Nurse Manager	CPG Clinical Education and Quality
Andrea Thompson, BSN, RN	Clinical Nurse	Town Center Urgent Care
Angela Hawthorne, MS, RNC-NIC, CPN, NE-BC, NPD-BC	Clinical Nurse	Scottish Rite NICU
Brandy Williamson, BSN, RN, CPN	Ambulatory Nursing Manager	CPG Physician Practice
Brie Smith, BSN, RN, CPHON	Clinical Nurse	Scottish Rite Aflac Day Hospital
Cassandra Prochaska, MS, RN, CPN	Assistant Nurse Manager	CPG Outreach Clinic; Ambulatory CSO
Cayman Voyles, BSN, RN, CPN	Clinical Nurse	Egleston Heart Center Cath Lab
Christine Carlton, BSN, RN, CPN	Therapeutic Apheresis Nurse	Egleston/Scottish Rite Apheresis
David Mardis, BSN, RN	Clinical Nurse	Central Staffing Office
Dixie White, BSN, RN, CPN	Clinical Nurse	Egleston GPC 5th Floor
Ebonee Jordan, BSN, RN, CPN	Assistant Nurse Manager	Egleston Transplant Stepdown Unit
Erica Towery, MSN, RN, CPN	Nurse Manager	Egleston GPC- 4WE
Gabby Miller, BSN, RN	Clinical Nurse	Egleston GPC 5th Floor
JaBria Mitchell, BSN, RN, CPN, RNC-NIC	Clinical Nurse	Scottish Rite NICU
Jessica Fannon, BSN, RN, RNC-NIC	Clinical Nurse	Scottish Rite NICU
Jonathan Demonbreun, BSN, RN, CPN	Clinical Nurse	Egleston PICU
Kiawa McGibbon, BSN, RN, RNC-NIC	Clinical Nurse	Scottish Rite NICU
Krista Lowe, MEd, BSN, RN	Program Manager	Orthopedics Center
Lauren Townsend, BSN, RN	Clinical Nurse	Scottish Rite NICU
Lauren Deputy, MSN, RN	Clinical Nurse	Town Center Urgent Care
Lori Helfrich, BSN, RN, RNC-NIC	Clinical Nurse	Scottish Rite NICU
Mahala Pruitt, BSN, RN, CCRN	Clinical Nurse	Egleston Heart Center Cath Lab
Margaux Lodde, BSN, RN, CPN, RNC-NIC	Clinical Nurse	Scottish Rite NICU
Maria Thatcher, BSN, RN, CPN	Clinical Nurse	Scottish Rite GPC 4th Floor
Marla Sussman, BSN, RN, CPHON	Clinical Nurse	Egleston Aflac Clinic
Megan Holst, BSN, RN, CPN	Clinical Nurse	Egleston TICU
Megan McIntire Douglas, BSN, RN	Clinical Nurse	Egleston ED
Melanie Bankston, BSN, RN, CPN	Assistant Nurse Manager	Scottish Rite GPC 4 South
Melissa Bailey, BSN, RN	Clinical Nurse	Egleston PICU
Melissa Lambert, BSN, RN, CPN	Clinical Nurse	Egleston Transplant Stepdown Unit
Molly Parker, BSN, RN, CPN	Clinical Nurse	Egleston TICU
Nikki Fuller, BSN, RN, CPN	Clinical Nurse	Egleston TICU
Portia Black-Peoples, BSN, RN	Clinical Nurse	Central Staffing Office
Rachel Patterson, BSN, RN	Clinical Nurse	Central Staffing Office
Selina Villalpando, BSN, RN, CPN	Clinical Nurse	Egleston Transplant Stepdown Unit
Shannon Swan, BSN, CPN	Clinical Nurse	Hughes Spalding Specialty Clinics
Shelby Dean, BSN, RN	Clinical Nurse	Egleston Transplant Stepdown Unit
Tamra Prieur, BSN, RN, CPN	Clinical Educator	Egleston Transplant Clinic
Temple Pettigrew, BSN, RN	Clinical Nurse	Scottish Rite TICU
Yetunde Nonye-John, BSN, RN	Clinical Nurse	Central Staffing Office
Zachary Schellhase, BSN, RN	Clinical Nurse	Town Center Urgent Care

Hope and Will Awards

Each month, the Hope and Will Award is presented to Children’s employees who go beyond the call of duty by demonstrating outstanding customer services, exemplary attitude and spirit, exceptional skills and a strong commitment to Children’s.

2023 Hope and Will Award Winners

NAME/CREDENTIALS	ROLE	CAMPUS
Sydney Woodward, BSN, RN, CCRN	Clinical Nurse	Scottish Rite PICU
Maria Thatcher, BSN, RN, CPN	Onboarding Specialist	Scottish Rite PCA4
Rashon Jefferson, MSITHN-LPN	Clinical Nurse / Clinical Informaticist	Town Center Urgent Care / Support IS&T
Molly Whayne, BSN, RN	Advanced Technologies Specialist	Egleston ECMO
Liz Grabowski, BSN, RN	Clinical Nurse	Egleston 4WE
Elizabeth Heaney, BSN, RN	Clinical Nurse	Satellite Boulevard Urgent Care

Sydney Woodward, BSN, RN, CCRN, Clinical Nurse, Scottish Rite

Sydney Woodward *Cares about People* and is always ready to help those in need. And earlier this year, she “elevated” our Children’s Values when she went out of her way to save a man’s life while skiing on a snowy mountain top.

Sydney was skiing her way down the mountain when she passed a man yelling for help: someone had just gone into full cardiac arrest. Immediately, Sydney and her husband unplugged from their skis and ran to assist.

The only medical professional onsite, Sydney quickly took charge of the scene. She coached her husband and the other man, a bystander who had seen the person collapse, on how to do CPR. For more than 10 minutes, they took turns doing compressions on the person while Sydney checked their patient regularly for a pulse.

By the time the ski patrol team arrived, Sydney and her makeshift team had obtained return of spontaneous circulation—i.e., the restart of a sustained heart rhythm after a cardiac arrest—meaning they had brought them back to life! And the ski patrol was able to escort the injured person down the mountain.

Unaffected by the snowy, remote location or lack of medical equipment, Sydney trusted her training and instincts—performing high-quality CPR and saving a stranger’s life. A few days later, ski patrol called to share that the man was doing well—all thanks to Sydney, her husband and a stranger on the mountain.



2023 Hope and Will Award winner Sydney Woodward

“Sydney exhibits these same qualities and skills every day in the Scottish Rite Pediatric Intensive Care Unit,” her nominator said. “I am proud to be her friend and colleague. And I’m so thankful that stranger had Sydney to depend on when he was in his most vulnerable state—just like our patients do every day!”

Maria Thatcher, BSN, RN, CPN, Clinical Nurse, Scottish Rite

Anyone who knows Maria knows that she *Cares About People* no matter the circumstances. Recently, her compassion reached beyond our hospital halls—and national borders—when a colleague called her for help during a frightening situation.

Maria's colleague had just arrived in Puerto Vallarta, Mexico, to attend a wedding with her family, and what began as an exciting and happy week suddenly took a turn—landing her and her infant son in the emergency room.

"I found myself in a local emergency room with my 1-year-old, thinking he may need antibiotics," Maria's co-worker said. "Then, we found out he actually needed emergency surgery."

Unable to speak Spanish, Maria's colleague began to panic when there were no interpreters available at the hospital. But then, a co-worker popped into her mind: Maria Thatcher.

As a nurse and Onboarding Specialist, Maria serves as a helpful resource for new nurses and provides education about our policies and procedures. She is also fluent in Spanish, and fortunately, Maria was ready and available to help.

Without hesitation, she answered her co-worker's call and provided comfort to her friend—introducing herself over the phone to the surgeon to bridge the language and cultural gap.

"Maria stayed calm and present the entire time. She really listened and gracefully helped me break through the language barrier," Maria's co-worker said. "Even though I was far from the one place I wanted to be in this situation, I felt like I had a piece of Children's there with me in Mexico. She brought the compassionate care that we provide to so many families all the way across the continent for me."

Her nominator also noted that she left this experience with a new perspective of what non-English speaking families go through when they enter our doors at Children's.

"They are in desperate, scary situations, unsure of who is taking care of their child and what is being said," Maria's nominator said. "It is as intimidating as it is terrifying, but even as much as I believed it before, I know beyond a shadow of a doubt now that when families come to Children's and are able to meet compassionate people like Maria who can help them feel heard and understood, their anxiety and fear is instantly lessened—because that was the case for me."



2023 Hope and Will Award winner Maria Thatcher

DAISY Awards

The family of Patrick Barnes created the international DAISY Award for Extraordinary Nurses in his memory to recognize and thank nurses, the often “unsung heroes,” for the gifts they give their patients and families every day. Nurses at Children’s are nominated for the DAISY Award in recognition of their commitment to the highest standards of nursing excellence and for making a significant difference in the lives of the patients and families they serve.

NAME	ROLE	CAMPUS
Brie Lancaster, BSN, RN	Clinical Nurse	Scottish Rite CIRU
Danielle Mead, BSN, RN	Clinical Nurse	Scottish Rite PCA1
Haley O’Toole, BSN, RN	Clinical Nurse	Scottish Rite PCA2
Maria Olvera-Ramos, BSN, RN, CPN	Clinical Nurse	Egleston 5WE
Hannah Pakenham, BSN, RN, CCRN	Clinical Nurse	Scottish Rite PICU
Rachel Patterson, BSN, RN	Clinical Nurse	Center for Advanced Pediatrics CSO
Zachary Schellhase, BSN, RN, M-ED, NPD-BC	Clinical Nurse	Scottish Rite PCA1
Lauren Thomas, MSN, RN, CPN	Clinical Nurse	Egleston 4WE
Kristen DeSantis, BSN, RN	Clinical Nurse	Scottish Rite CSO
Brianna Gomes, BSN, RN	Clinical Nurse	Scottish Rite 4 South
Spring Foster, RN	Clinical Nurse	Support Critical Care Transport
Melbourne Bano, BSN, RN	Clinical Nurse	Scottish Rite PCA4
Rebecca Couture, BSN, RN, CPHON	Clinical Nurse	Egleston CSO
Kimberly Ellis, RN	Clinical Nurse	Egleston ED
Blair Fulford, BSN, RN	Clinical Nurse	Chantilly Ambulatory
Kelly Allen, BSN, RN, CPN, CCRN	Clinical Nurse	Scottish Rite PICU
Roxanne Glasgow-Pope, BSN, RN	Clinical Nurse	Hughes Spalding ED
Grace Greenwell, MSN, RN	Clinical Nurse	Egleston PICU
Logan Young, BSN, RN, CCRN	Clinical Nurse	Egleston CICU
Sydney Wiggins, BSN, RN	Clinical Nurse	Hughes Spalding ED



Kimberly Ellis, DAISY Leader Award winner

Kimberly Ellis, MSN, RN, Clinical Nurse, Egleston

Kimberly Ellis is *Passionate About Kids*, as she recently demonstrated when she became the go-to nurse and advocate for a patient who was experiencing behavioral and mental health challenges.

"This patient required a lot of hands-on care during their stay with us," her nominator said. "But no matter how many times a Code BERT was called or how many days she was assigned to their care, Kimberly continued to show up wholeheartedly to advocate and care for them."

Kimberly became this patient's champion—de-escalating behavioral episodes and helping them understand everything that was happening.

One day, she noticed the patient's coping and care plan did not seem to align with what they were experiencing. So, she took charge and notified everyone on the patient's care team, ensuring necessary adjustments were made. And when it was time for this patient to move from the Emergency Department (ED) to a different floor, she offered to assist with the transition and educate our Behavioral and Mental Health team about the patient's case, even if it happened on her off-day.

"Kimberly truly embodies our Children's Values," her nominator said. "Even though the ED is her home as a nurse, she takes the time to listen and often spearheads difficult tasks for all patients she encounters—never treating them as anything less than extraordinary!"



Roxanne Glasgow-Pope, BSN, RN, Clinical Nurse, Hughes Spalding

Roxanne is a trusted mentor and preceptor for newer nurses in the Emergency Department (ED). And she makes a positive impact on everyone she meets.

“It takes a special nurse who has the experience and confidence to operate well in the fast-paced climate of the Hughes Spalding ED,” Roxanne’s nominator said. “We can always rely on Roxanne to take new nurses under her wing. And we rest assured knowing their training with G Pope will be thorough.”

In addition to mentoring new nurses, Roxanne is also a go-to person in times of crisis on her unit, such as recently, when a chance encounter in the ED turned into an emergency labor and delivery—and Roxanne thought beyond her badge to lead her team through the unexpected process.

A young lady had walked into Hughes Spalding to use the restroom when, to everyone’s surprise, she went into labor. Roxanne immediately took control of the situation, ensuring her team kept proper documentation and helping direct the group of physicians and other members of the team who stepped up to help.

“Roxanne remained cool and calm amidst the frenzy and ensured the charting and care of both mother and baby were top notch,” her nominator said. “This is just one example of how she is an excellent leader, teacher, mentor and caregiver—a true example of what it means to be an amazing nurse.”



Roxanne Glasgo-Pope, DAISY Leader Award winner



2023 Team DAISY Award Winners

The Team DAISY Award honors groups of two or more people, led by a nurse, who identify and meet patient and patient family needs by going above and beyond the traditional role of nursing. Employees nominate groups for Team DAISY Awards across the System, and campus leaders and the Nurse Engagement Councils vote on a winning team.

CPG Clinical Education and Quality Team—Simulation Educators

Team Lead: Ashley Reid, BSN, RN, CPN, NPD-BC

Team Members: Annelise Bork, MSN, RN, CNOR, NPD-BC | Amanda Batlle, MSN, RN, CPNP-PC, NPD-BC | Caryn Monat, BSN, RN, CPN | Monique Greer, MSN, RN, NPD-BC | Kelsey Woods, MSN, RN, CPN | Jackie Peterson, BSN, RN, CPN, NPD-BC | Brittney Frye, BSN, RN, CPN | Gloria Bunn, BSN, RN, CPN, NPD-BC

Suicide rates among United States adolescents have nearly tripled in the last 10 years, and many of our Children’s Physician Group (CPG) clinics have witnessed this increase when triaging our patients during their routine clinic visits. In 2022, a gap was discovered between staff confidence in how to correctly ask the “Ask Suicide-Screening Questions” (ASQ) and the process for transfer after a positive screening was discovered.

CPG leaders and staff requested education for clinic teams with the goal of improving evidence-based screening of our patients for suicide, reinforcing what to do after a patient expressed suicidal ideation in an outpatient clinical setting, and determining how to best support our patients during an emotionally charged time.

“Demonstrating Dedicated to Better, our CPG Simulation Educators got to work determining the best way to address this high priority need,” the team’s nominator said. “They landed on the idea to incorporate role play during training, which would allow employees to see and practice possible real-life scenarios.”

Using current resources and vetted scripting, they based the role-playing training on trauma-centered education—allowing staff to practice and gain confidence speaking about the heavy topic of suicide. 84% of CPG staff who completed the training reported their knowledge as “high,” which was a 70% increase in confidence prior to training.

As our frontline staff are often the first to screen a patient for suicide, efforts made by the CPG Simulation team have not only improved staff understanding of their role and how to support our patients, but also have the potential to save countless lives. We’re so grateful for this team’s dedication to our patients and staff each and every day.



DAISY Nurse Leader Award Winners

The DAISY Nurse Leader Award recognizes nurse leaders who have gone above and beyond in their impact on compassionate patient care.

Christina Pinkney, MSN, RN, CPN | Manager Quality/Project Management | Hughes Spalding

Christina is always finding new ways to be *Dedicated to Better* and improve processes and training at Hughes Spalding. According to her nominator—a new nurse on her unit—Christina has been instrumental in onboarding nurses to the Hughes Spalding Emergency Department (ED), providing unmatched support and advocacy for the development of an ED bootcamp program for incoming team members.

“Even after orientation, Christina has continued to provide genuine support and mentorship to myself as well as the other new grads,” her nominator said. “She always makes every effort to remain accessible and offer encouragement and guidance.”

In addition to highlighting Christina’s commitment to her team, her nominator noted her dedication to going above and beyond for patients and families. Christina never hesitates to jump in and lend a hand when her unit is busy. And once a problem is presented to her, she works tirelessly to find solutions and make lasting change for patients, families and colleagues.

Christina also serves in the community with various Children’s service projects and is the true embodiment of a Children’s nurse. She is *Passionate About Kids*—all kids—and her unwavering commitment to advocacy, mentorship of others, and proactive involvement within the System and community are a few of the shining qualities that make Christina a role model to many.



Christina Pinkney DAISY Leader Award winner



Ally Wright DAISY Leader Award winner

Ally Wright, RN, CPN | Assistant Manager Nursing | Judson Hawk Clinic

From nurse to assistant manager, Ally has faced many changes in her career. But one thing remains: she truly *Cares About People*—and those under her leadership have all the adoration in the world for her.

As a leader in the same unit she was formerly a nurse in, Ally leans on her experience to support her team.

“Ally has always been a strong patient advocate and source of support for staff,” said her nominator. “She is responsive to the nursing staff and is someone we can truly rely on.”

Whether working through logistics in the clinic—such as shift coverage or difficult cases—encouraging nurses in career growth or exploring ideas for process improvement within Judson Hawk Clinic, Ally gets the job done. And she does it all with the utmost care and devotion. Even when there were open roles on her team and when she was out on maternity leave, her direct reports were unfazed because of her thorough preparation and the trust she’s established with them.

As both a nurse and a leader, Ally is the definition of a role model!

Brittany Morris, MSN, RN, CPN

Manager, Clinical Operations Scottish Rite

Brittany champions our *People First, Children Always Promise*. Even before she became a manager for the Comprehensive Inpatient Rehabilitation Unit (CIRU), her *People First* attitude was evident to her staff.

“Even before Brittany was officially our manager, she would come to our unit to meet her soon-to-be staff—taking the time to get to know us and our needs for the unit,” said her nominator. “Since then, she has become the heart and soul of our unit and has brought so much light and joy.”

What sets Brittany apart is her innate ability to listen well. Even on stressful days, she is always willing to take the time to help staff problem-solve. Her team knows if something is important to them, then it’s important to her. It’s not uncommon to see Brittany attending huddles for both day shift and night shift—staying beyond her normal hours to ensure her night shift team has everything they need.

As much as Brittany values efficiency and growth, she also prioritizes connection and trust. She regularly hosts book club nights and plans social meetups and holiday parties for her team. She is always first to celebrate people—in big milestones and small moments. She’s also known to extend that same personal touch to our patients as well. During a case management shortage, Brittany tackled her management duties and assisted our case management team—coming in on the weekends to make sure everything was running smoothly. She even delivered a wheelchair to a patient’s home on a Saturday when they couldn’t receive one prior to their discharge.

“Brittany constantly goes above and beyond to advocate for our entire team,” her nominator said. “The CIRU is forever changed for the better because of her. We are so grateful for all she’s done to support us.”



Brittany Morris DAISY Leader Award winner



Research

In 2023, Children’s nurses went above and beyond with their contributions to research and evidence-based practice (EBP) in the pediatric community, completing and contributing to more than 35 publications and 30 presentations throughout the United States, Canada, Austria and Puerto Rico.

Highlights of 2023’s accomplishments include:

Publications

- **Pediatric Death and Family Organ Donation: Bereavement Support Services in One Pediatric Health System. December 2023**
Journal of Patient Experience
Author(s): Christina Calamaro, PhD, PPCNP-BC, FNP-BC | Rajit Basu, MD | Valerie Dutriel, MPH | Margaret Gettis, DNP, CPNP-PC | Erin Wall BSN, RN | Stephanie Welling, BSN, RN
- **Point-of-care communication for patients with limited language proficiency: A scoping review of healthcare interpretation applications. November 2023**
Patient Education and Counseling
Author(s): Christina Calamaro, PhD, PPCNP-BC, FNP-BC | Kate Daniels, MLS | Theresa Motley, DNP, CPNP-AC
- **Bedside Nurse Staffing on Patient Outcomes and Throughput in a Pediatric Cardiac Intensive Care Unit. April 2023**
Journal of Pediatric Critical Care Medicine
Author(s): Christina Calamaro, PhD, PPCNP-BC, FNP-BC | Michael P. Fundora, MD | Diwas KC, PhD | Jiayi Liu, MSBA, MSM
- **Decreasing Nurse Data Input Time: A Quality Improvement Project. September 2023**
Journal of Nursing Administration
Author(s): Brooke Cherven, PhD, MPH, RN, CPON | Margaret Gettis, DNP, CPNP-BC | Maia Routly, DNP, RN
- **Assessing Perceived Barriers to Administration of Adjunctive Aromatherapy in Nurses Caring for Pediatric Patients with Postoperative Nausea and Vomiting: An Evidence-Based Practice Project. December 2023**
Journal of Pediatric Health Care
Author(s): Margaret Gettis, DNP, CPNP-BC | Regena Spratling, PhD, CPNP-BC | Marrisa Terry, DNP, CPNP-AC
- **Transferring critical pediatric patients from emergency department to intensive care: A quality improvement initiative. September/October 2023**
Journal of Pediatric Nursing
Author(s): Brooke Cherven, PhD, MPH, RN, CPON | Margaret Gettis, DNP, CPNP-BC | Jennifer Macias, BSN, RN | Maia Routly, DNP, RN | Amy Thomas, BSN, RN
- **Hospitalization patterns for adolescents/young adults with eating disorders during COVID-19. August 2023**
Journal of Eating Disorders
Author(s): Brooke Cherven, PhD, MPH, RN, CPON | Valerie Dutriel, MPH | Margaret Gettis, DNP, CPNP-BC | Leslie Schlapfer, MS, RD
- **Developmental Care Rounds: An Initiative to Improve Nursing Confidence and Contributions at the Bedside. January 2023**
Neonatal Network
Author(s): Margaret Gettis, DNP, CPNP-BC | Kelsy Dickinson, BSN, RN | Kum Kim, BSN, RN | Erica Moss, BSN, RN
- **Variability in qualifications for principal investigator status in research studies by nurses: A call for clarification. March 2023**
Journal of Pediatric Nursing
Author(s): Christina Calamaro, PhD, PPCNP-BC, FNP-BC | Anne Ersig, PhD | Margaret Gettis, DNP, CPNP-BC | Kirsten Hanrahan, DNP | Jennifer Hayakawa, DNP | Mary Heitschmidt, PhD | Terri Hernandez, PhD | Katherine Hinderer, PhD | Cynthia LaFond, PhD | Belinda Mandrell, PhD | Renee Manwarren, PhD | Ann Marie McCarthy, PhD | Brandi Middour-Oxler, DNP, CPNP-BC, FNP-BC | Annette Nasr, PhD | Lauren Source, PhD | Sandra Staveski, PhD
- **Assessing clinical nurse educators’ perceptions of factors influencing evidence-based nursing policy implementation within a large pediatric healthcare system. May 2023**
Journal for Nurses in Professional Development
Author(s): Betsy Dye, MSN, CPNP-BC | Margaret Gettis, DNP, CPNP-BC | Laura Kimble, PhD, RN | Hannah Lescene, DNP, CPNP-BC

Publications

- **Early Mobilization in a Pediatric Intensive Care Unit and WeeFIM Scores at Rehabilitation: A Retrospective Study.** January 2023

Journal for Pediatric Rehabilitation Medicine

Author(s): Jenny Biagioni, DPT | Mary L. DeAlmeida, MD | Tricia Easley, OTR/L | Akane B. Fujimoto, PhD | Shelby Graessle, BSN, RN, CCRN | Jennifer Nelson, PhD, OTR/L, BCP, CNT | Joshua Vova, MD

- **Perceptions of Pediatric Acute Care Nurses Participating in a Novel Rooming-In Program for Infants with Critical Congenital Heart Disease (CCHD): A Qualitative Study.** January 2023

American Journal of Critical Care

Author(s): Susan Brasher, PhD, CPNP | Jennifer Nelson, PhD, OTR/L, BCP, CNT | Jenna Shackelford, PhD, RN

- **Fertility Preservation Practices at Pediatric Oncology Institutions in the United States: A Report from the Children's Oncology Group.** April 2023

JCO Oncology Practice

Author(s): Elise Bryson, PA-C | Brooke Cherven, PhD, MPH, RN, CPON | James Klosky, MD | Lillian Meacham, MD | et al.

- **Oncofertility patient navigation: The frontlines of fertility and reproductive health care in cancer.** September 2023

Pediatric Blood and Cancer

Author(s): Mary Caldwell, APRN-CNP | Laura Erickson, NP | Olivia Jaworek Frias, MSN, RN IV, CNL | Olivia Prebus, MSN, RN, CPHON, NC-BC | Megan Pruett, MSN, CPNP-BC | Stacy L. Whiteside, APRN, MS, CPNP-AC/PC, CPON | et al.

- **Female Reproductive Health Outcomes after Hematopoietic Cell Transplantation for Sickle Cell Disease: Is Reduced Intensity Better Than Myeloablative Conditioning?** August 2023

Transplantation and Cellular Therapy

Author(s): Ann Haight, MD | Lakshamanan Krishnamurti, MD | Lillian Meacham, MD | Megan Pruett, MSN, CPNP-BC | Elizabeth Stenger, MD | et al.

- **Diminished ovarian reserve in adolescent cancer survivors treated with heavy metal chemotherapy.** August 2023

Pediatric Blood and Cancer

Author(s): Brooke Cherven, PhD, MPH, RN, CPON | Karen Effinger, MD | James Klosky, MD | Lillian Meacham, MD | Megan Pruett, MSN, CPNP-BC | et al.

- **BCMA CAR-T induces complete and durable remission in refractory plasmablastic lymphoma. Evidence-based recommendations for education provided to patients and families regarding the adverse events of ALK and MEK inhibitors: a systematic review from the Children's Oncology Group.** May 2023

Journal for Immunotherapy of Cancer

Author(s): William Blum, MD | Elise Bryson, PA-C | Shanmuganathan Chandrakasan, MD | Laura Deeb, MSN, CPNP-AC | Madhav Dhodapkar, MD | Mohammed Elkhalfa, MD | Kathryn Leung, MD | Edwin Horwitz, MD | Suhag Parikh, MD | Melinda Pauly, MD | Muna Qayed, MD | Sharmila Raghunandan, MD | Michelle Schoettler, MD | Benjamin Watkins, MD | et al.

- **The Feasibility of Using Rehabilitation Telehealth to Improve Parental Self-Efficacy: A Pilot Study.** December 2023

Physical and Occupational Therapy in Pediatrics

Author(s): Scott Gillepsie, MSCE | Jennifer Nelson, PhD, OTR/L, BCP, CNT | Sonika Tataria, DPT/L

Presentations

- **Clinical processes and patient factors associated with sperm cryopreservation attempt in adolescent males with cancer.** November 2023

Podium Presentation. *Oncofertility Consortium – Pittsburgh, PA*

Author(s): Brooke Cherven, PhD, MPH, RN, CPON | Sonia Hoey | James Klosky, MD | James Ludemann, MSN, RN | Lillian Meacham, MD | Megan Pruett, MSN, CPNP-BC

- **Development of a comprehensive evidence-based management pathway for a multidisciplinary pediatric menstrual bleeding disorder clinic.** August 2023

Podium Presentation. *National Bleeding Disorder Foundation 75th Annual Symposium – National Harbor, MD*

Author(s): Kelly Tickle, DNP, CPNP-BC

- **Quality Improvement Initiative to Improve Surgical Site Infections in Pediatric Patients After Cardiothoracic Surgery.** June 2023

Podium Presentation. *PC4 International Conference – Toronto, Canada*

Author(s): Christina Calamaro, PhD, PPCNP-BC, FNP-BC | Nikhil Chanani, MD | Michael P. Fundora, MD | Cassidy Golden, BS | Kathy Murphy MSN, CPNP-BC | Joshua M. Rosenblum, MD, PhD | et al.

- **Comparison of the Gut Microbiome between Neonates with Congenital Heart Disease and Healthy Controls: A Prospective Case-Control Study. July 2023**

Podium Presentation. World Congress of Pediatric Cardiology and Cardiac Surgery – Washington, DC

Author(s): **Jinbing Bai, PhD, RN | Ann-Marie Brown, PhD, CPNP-AC | Christina Calamaro, PhD, PPCNP-BC, FNP-BC | Patricia Denning, BS | Michael P. Fundora, MD | Scott Gillespie, MSCE | Chloe Hope, BSN, RN | Rachel Keiffer, MD | Kolby Sanders-Lewis, BS | Brooke Seitter, BS | Amelia St. John, MSN, CPNP-BC | Gloria Wu, BSN, RN | Yijin Xiang, PhD**

- **Predictors of Human Milk Usage at Discharge after Cardiac Surgery in Newborns with Congenital Heart Disease. July 2023**

Podium Presentation. World Congress of Pediatric Cardiology and Cardiac Surgery – Washington DC

Author(s): **Jinbing Bai, PhD, RN | Ann-Marie Brown, PhD, CPNP-AC | Christina Calamaro, PhD, PPCNP-BC, FNP-BC | Patricia Denning, BS | Michael P. Fundora, MD | Scott Gillespie, MSCE | Chloe Hope, BSN, RN | Rachel Keiffer, MD | Kolby Sanders-Lewis, BS | Brooke Seitter, BS | Amelia St. John, MSN, CPNP-BC | Gloria Wu, BSN, RN | Yijin Xiang, PhD**

- **TeamPeds Talks: The Future of Nursing Research. March 2023**

Podium Presentation. National Association of Pediatric Nurse Practitioners – PODCAST

Author(s): **Christina Calamaro, PhD, PPCNP-BC, FNP-BC | Regena Spratling, PhD, CPNP-BC**

- **Mentoring the doctoral-prepared PNP. March 2023**

Podium Presentation. NAPNAP 43rd National Conference – Orlando, FL

Author(s): **Christina Calamaro, PhD, PPCNP-BC, FNP-BC | Catherine Haut, DNP, CPNP-AC**

- **Conversations that Matter: Role of OT in Pediatric Mental Health. April 2023**

Podium Presentation. 2023 AOTA Inspire Conference – Kansas City, MO

Author(s): **Jennifer Nelson, PhD, OTR/L, BCP, CNT**

- **Leveraging Interdisciplinary Partnerships within Hospital Systems to Improve the Language Environments of Infants in the Neonatal Intensive Care Unit. June 2023**

Poster Presentation. 12th Annual Southern Pediatric Research Conference – Atlanta, GA

Author(s): **Amy Becklenberg, DNP | Susan Brasher, PhD, CPNP | Jennifer Nelson, PhD, OTR/L, BCP, CNT | Jennifer Staple-Wax, PhD**

- **Evidence-Based Practice at the Bedside for Advanced Practitioners. March 2023**

Podium Presentation. 7th Annual Innovations in Pediatric Hematology/Oncology Conference – San Diego, CA

Author(s): **Brooke Cherven, PhD, MPH, RN, CPON | Temima Oratz, BSN, RN, EBP-BC | Kelly Tickle, DNP, CPNP-BC**

- **Contraceptive use among emerging adult survivors of childhood cancer. June 2023**

Poster Presentation. International Symposium on Late Complications After Childhood Cancer – Atlanta, GA

Author(s): **Karen Burns, MD | Brooke Cherven, PhD, MPH, RN, CPON | Jenna Demedis, PhD | Emily Harris, MD | Ann Mertens, PhD | Lauren Quast, PhD | et al.**

- **Getting the green light: Reproductive empowerment before and after cancer treatment for adolescent and emerging adult males. June 2023**

Poster Presentation. 5th Annual Adolescent & Young Adult Cancer International Congress – Long Beach, CA

Author(s): **Brooke Cherven, PhD, MPH, RN, CPON | Sonia Hoey, MPH | James Ludemann, MSN, RN | Lillian Meacham, MD | Megan Pruett, MSN, CPNP-BC**



Excellence in Nursing

Building nursing excellence through professional practice, leadership, workforce and technology.

The Nursing Strategic Plan is a roadmap to position nursing at Children's as a nationally preeminent workforce through the achievement of superior outcomes. The plan was developed based on the results of a comprehensive survey capturing the inspiration and priorities of more than 800 nurses.

With clinical nurses' feedback top of mind, nursing leaders carefully crafted the Nursing Strategic Plan, built upon four focus areas that ladder back to our System strategy. This plan guides us as we achieve our Mission to make kids better today and healthier tomorrow.



Professional Practice

Provide a safe, evidence-based interprofessional practice environment that results in superior quality and safety outcomes.



Leadership

Inspire and develop transformational leaders who serve as change agents, role models and visionaries to promote accountability and empower their teams.



Workforce

Attract, grow and retain a diverse and flexible nursing workforce who are resilient and adaptive to change.



Technology

Optimize use of technology to support care delivery, standardize nursing practice, and promote innovation and efficiency to achieve quality outcomes.



Professional Practice: Provide a safe, evidence-based, interprofessional practice environment that results in superior quality and safety outcomes.

From Inception to Fruition: The Scottish Rite TICU Family Simulation Lab

After four years as Discharge Coordinator in the Scottish Rite TICU, Sarah Herold, RN, CPN, had an idea to better prepare caregivers for the discharge of their medically complex children. She envisioned “a space where parents could dedicate their attention to learning and practicing without worry, distraction or equipment that’s different from what they will have at home.”

This vision turned into reality through the creation of the Family Simulation Lab. By realistically replicating a home environment, the Lab allows caregivers to practice routine and emergent care while also envisioning life outside the hospital with their child’s advanced technology.

“In the Lab, we’re able to stimulate important conversations around life—not necessarily about the technology itself but about life with all these big technologies in the background,” Sarah explains.





Turning the Idea Into Reality

For several months, Sarah worked with the Nursing & Allied Health Research and Evidence-Based Practice (EBP) team to review existing literature about simulation for parents of medically complex children. With research to back her idea and the support of **Mary Beth Gleeson, MSN, RN, NE-BC, NPD-BC, CPN, CNRN**, Clinical Operations Manager for the Scottish Rite TICU, and **Mary Fran Petty, MSN, RN, NPD-BC, CPN**, Clinical Nurse 5 on the same unit, Sarah submitted a proposal to develop the dedicated space.

Two months later, Sarah received approval and started to address the two critical aspects of replicating a medical home: the “medical” side and the “home” side.

Sarah and her team purchased a high-fidelity mannequin using donor funding through the Children’s Foundation and worked with outside vendors to source the same home medical equipment that a patient would use.

“Hospital and home equipment can be so different that it’s far more helpful and realistic to have a home feeding pump that parents can practice on without fear of doing anything wrong or hurting their child when using the equipment for the first time.”

To recreate the comforts of home in a way that feels attainable to all families, the space was intentionally outfitted with functional yet affordable furniture and organization solutions. The Lab also features photos of former TICU families and their technology-dependent children, which helps current patients’ families visualize functioning in daily life after discharge.

“When a family says they’ll never be able to go to the park again, we can show them photos of our past patients being pushed in a stroller at the park. Although it’s going to look different, these are things that they will still be able to do.”

While building the Lab space, Sarah assembled a team of family simulation specialists (all TICU nurses), who helped outline the scope of Family Simulation Lab education, creating standardized teaching guides for medication administration, G-tube care and CPR for children with tracheostomies. To qualify for time in the Lab, caregivers must need education for two of the three topics. The family simulation specialists provide each caregiver with four to six hours of education in the Lab.

Results in the First Year

In January 2023—less than two years after Sarah’s initial idea—the Family Simulation Lab provided education to its first caregiver. The team celebrated the Lab’s grand opening in May 2023 and ended the year with 37 caregivers benefiting from the use of the Family Simulation Lab.

Although the program is in its early stages of data collection, the benefits for caregivers have been self-evident. Sarah describes one particularly impactful story about a mother who was thankful for her hours of CPR training in the Lab after her daughter went into cardiac arrest at home.

“When I talked to the mom, she said, ‘I know I did everything right because I practiced with you and could hear your voice in my head,’” Sarah shares. “That’s an example of a result that you can’t measure, but there’s immeasurable value in giving that mom peace of mind.”

Considering how her original idea has evolved and touched so many lives, Sarah encourages other nurses to dream big.

“I dreamed a lot bigger than I thought was realistic, and the project has grown to be even bigger than I dreamed,” she says. “Don’t be afraid to express your ideas and utilize our System resources, like the Research & EBP, the Foundation and help offered by fellow nurses to put your ideas into action.”

Ambulatory Suicide Screening

In the past 10 years, suicide rates among United States adolescents have nearly tripled. The clinics in Children’s Physician Group (CPG) have witnessed a dramatic increase when triaging patients during routine clinic visits. In 2022, a gap was identified around staff comfort in correctly facilitating completion of the Ask Suicide-Screening Questions (ASQ) and understanding the transfer process in case of a positive screening. CPG leaders and staff requested education for clinic teams, with the goal of improving evidence-based screening for suicide, reinforcing what to do after a patient expressed suicidal ideation in an outpatient clinical setting and determining how to best support our patients during an emotionally charged time.

The CPG Simulation Educators, **Ashley Reid, BSN, RN, CPN, NPD-BC**, and **Annelise Bork, MSN, RN, CNOR, NPD-BC**, along with the CPG Education and Quality Team, **Amanda Battle, MSN, RN, CPNP-PC, NPD-BC**; **Caryn Monat, BSN, RN, CPN**; **Monique Greer, MSN, RN, NPD-BC**; **Kelsey Woods, MSN, RN, CPN**; **Jackie Peterson, BSN, RN, CPN, NPD-BC**; **Brittney Frye, BSN, RN, CPN**; and **Gloria Bunn, BSN, RN, CPN, NPD-BC**, developed an emergent training program to increase staff knowledge and confidence in managing patients who require screening. The educators met with CPG leadership to create a realistic, trauma-centered roleplay scenario referencing the Children’s Suicide Screening in the Ambulatory Setting policy (Policy 2-50).

Staff practiced the simulated scenario, using a script and screening tool. After the simulation, CPG educators conducted a debrief with staff to provide education about the transfer process for suicidal patients and the use of therapeutic communication. They also shared important safety measures, such as room sweeps and the proper distance between a patient and staff member or caregiver following a positive screen. Additionally, educators worked to confirm staff comprehension of the Epic documentation process, scripting and the appropriate best practice advisory process.

This training was given to over 72 ambulatory staff across multiple clinical disciplines and nine clinical areas. Staff confidence in ASQ screening increased 46% after receiving the additional education. This increase directly impacts patient safety and quality of care.



PCA3 Eating Disorder Population

Finding New Ways to Make Kids Better Today and Healthier Tomorrow

Eating disorders are serious mental illnesses with significant medical comorbidities that can present in children and adolescents as abnormal growth or delayed puberty. These disorders can have medical consequences that often go unrecognized but can compromise every organ system in the body. Children's Healthcare of Atlanta is committed to addressing the behavioral health needs of children in Georgia. In 2023, the Eating Disorder Program, one of Scottish Rite's behavioral health initiatives, used a multidisciplinary, collaborative team approach to improve medical care for patients with disorders through coordination across the continuum of care.

Emily Nester, MSN, RN, CPN, NPD-BC, Clinical Educator at Scottish Rite, and **Anna Sanford, BSN, RN, CPN**, Clinical Nurse 4 at Scottish Rite, were members of the nursing research and EBP team that identified the benefits of having more therapeutic activities incorporated into the daily schedules of eating disorder patients admitted for medical stabilization to help them cope while they're in the hospital and jump-start their recovery.

These results guided the new, interdisciplinary feeding and eating disorder (FED) team on how to implement changes to eating disorder patients' schedules—incorporating new activities such as yoga, communal meals, art therapy and a teen activity group.

Nursing's Role in Interdisciplinary Collaboration to Achieve Anything Possible

By empowering nurses to pursue research and EBP projects and supporting them through their exploration, Children's fosters a "spirit of inquiry and validation."

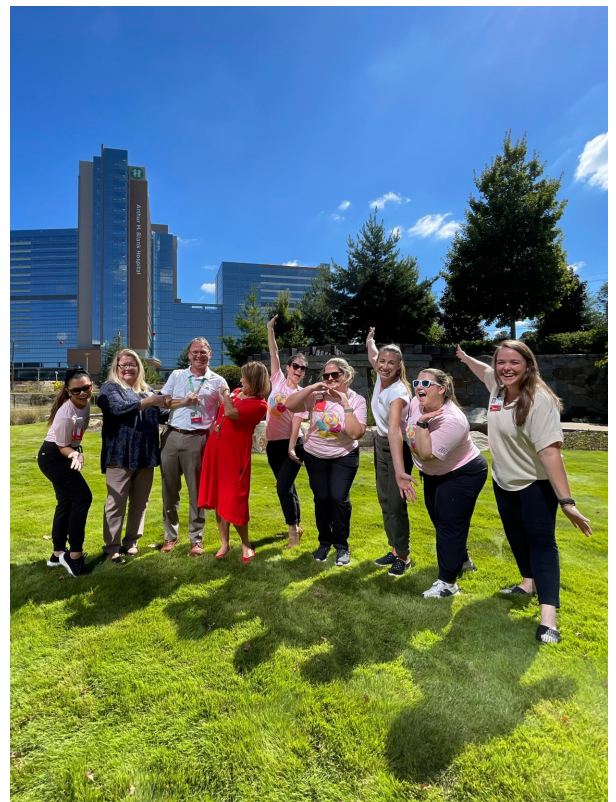
"Being at the bedside, nurses offer valuable perspective on a patient's experience," **Christina Calamaro, PhD, PPCNP-BC, FNP-BC, FAANP**, Director of Nursing & Allied Health Research and EBP, said. "Collaboration from different professions, including nursing, provides a perfect lens."

Within the FED team, Emily and Anna's perspectives led to their crucial role in the implementation of EBP.

"With multiple disciplines involved, it was bedside nurses who coordinated the big picture," Anna said. "Knowing what a patient's day is like regarding timing for vitals, meals and snacks, we helped piece together the different activity ideas from other disciplines like physical therapy, occupational therapy, psychiatry and nutrition."

Emily and Anna agree that the interdisciplinary approach was vital for the eating disorder protocol improvements, and they're hopeful about how the project and team can continue their impactful work.

"We plan to continue this project, and we'd like to expand the team as the program grows," Emily said. "This is one of my first times working with such a big, interdisciplinary team, and it's amazing what you can accomplish when you involve so many different disciplines."



Leadership: Inspire and develop transformational leaders who serve as change agents, role models and visionaries to promote accountability and empower teams.

Nursing Leadership Development Programs

Assistant Nurse Manager Development Program

Research repeatedly proves that when nurses develop leadership skills, they have a better nursing experience, and their patient care outcomes improve. One group that has been perpetually caught between individual contributor and people manager training initiatives are the assistant nurse managers (ANMs). When qualitative interviewing and HR data analysis helped determine the need for additional support for these employees, the Leadership Development team identified passionate ANMs to help brainstorm and participate in workshops to understand areas of focus for improvement. These individuals, **Martha Gavel, MSN, RN, NPD-BC, CPN; Brittani Hawk, MSN, RN, CPN, CRAT, NPD-BC; Laura Mastin, BSN, RN, NPD-BC, CPN; Jordan Mitchell, BSN, RN, CPEN; and Anne Lawton, MSN, RN, CPN** were integral in determining gaps that resulted in the development of a two-prong approach to address the identified needs:

1. ANM New to Role Program – Given the critical nature of the position, newly hired or promoted ANMs must get up to speed quickly. The purpose of this component is to equip new ANMs with the tools and resources needed to reduce time to proficiency in their first 30 days. The program focuses on leadership transition tasks and skills related to core competencies that drive individual and team performance in the first six months. Upon conclusion of the program, participants should be able to:
 - Complete priority tasks that establish the foundation for getting work done during dedicated orientation time.
 - Understand how to execute critical processes in role and how to troubleshoot issues.
 - Demonstrate an understanding of the shift required to be a successful ANM at Children’s.
 - Achieve proficiency in skills emphasized in program content and can apply them on the job.
2. ANM Veteran Program – Maintaining and enhancing a sense of engagement in the existing ANM position is crucial in driving team performance. This component is designed to equip ANMs who have been in the role longer than one year with the tools and resources needed to reduce administrative time required for executing critical leadership tasks and skills related to competencies that drive individual and team performance beyond the introductory period. Upon completion of the program, participants should be able to:
 - Demonstrate an understanding of the leadership tasks required to be a successful ANM at Children’s.
 - Achieve proficiency in skills emphasized in program content and apply them on the job.

ANM New to Role Program

In the ANM New to Role Program, a few immediate interventions were created to make progress on the program's goals, including gifting "The Nuts and Bolts of Nursing Leadership" by Rose O. Sherman to each new ANM. The book supplements the Transition to Leadership Toolkit, developed by the Leadership Development team, which is automatically distributed on the employee's first day via Workday Journey. This robust, on-demand resource is designed to pace and optimize an ANM's first 30 days or the time before attending New Manager Orientation. The toolkit is broken down into five parts:

1. Day 0 – Tools & Resources
2. Week 1 – Setting Up Systems
3. Week 2 – Self-Paced Learning
4. Week 3 – Laying the Groundwork
5. Week 4 – Preparing to Lead

Within each week, an ANM will find checklists, reminders, tip sheets, worksheets and formal learning opportunities. Completion of this phase takes the employee seamlessly into our Management Essentials Program, a six-month journey in which participants learn the fundamentals of leadership, including:

1. ADAPTive Leadership
2. Coaching for Performance
3. Addressing Conflict Productively
4. Driving Performance: Empowerment & Delegation
5. Behavioral Interviewing (elective)
6. Leading Through Change (elective)

37 Participants | **96%** of Participants Would Recommend
57 Average Number of Days to Complete Transition to Leadership Toolkit

Participant Feedback:

"This was a wonderful series of classes. I learned so much. Thank you for investing in me as a leader. I look forward to using the things that I have been taught to help my team."

"Lots of great classes and the outlines given to prepare for conversations ahead of time were great tools."

ANM Veteran Program

In the ANM Veteran Program, the need to refresh and reteach core leadership competencies was paramount while also maintaining a sense of connectivity to development needs on an ongoing basis. With that in mind, four powerful solutions were developed:

- 1. Monthly Touchpoint**—A 15-minute standing agenda item in the monthly ANM Forum dedicated to the development of a leadership mindset, skill set or operational knowledge. Shared training and resources included Workday Training for Managers, a How-to Handbook Resource and HR Policy Updates.
- 2. People First Leadership Series**—A five-part guest speaker lunch-and-learn event focused on best practices in leadership. Topics included: “Managing a Multigenerational Workforce,” “Managing with Cultural Sensitivity,” “Engaging Employees Creatively with People First Innovation,” “Why Finding Human Connection at Work Just Works” and “Understanding Change Readiness Across Generations.” This event was originally developed for veteran ANMs and was eventually offered to all System leaders.
- 3. ANM Excellence Workshop**—This course, offered five times over the summer, gave veteran ANMs the opportunity to reinvest in their own development while connecting with others in the same role from across the System. The agenda included:
 - “HR Bootcamp,” a deep dive into the top six most enforced policies for this group
 - “Navigating Difficult Caregiver Conversations,” de-escalation tools and resources to drive a safe working environment for all
 - “ANM Best Practices Panel,” a nominated and participant-led conversation moderated by the Manager of Leadership Development to share learning across the System
 - “Being a Resilient Leader,” a keynote address from Lead for Care co-founder Hannah Spell to help reengage the muscle that is resiliency and understand the impact it has on a team
 - “Development Planning,” a dedicated hour of understanding strengths and opportunities and outlining a plan of action to make progress in areas of greatest need

Panelists included:

NAME	ROLE	CAMPUS
Jennifer Bailey, BSN, RN, CPN	Assistant Manager Nursing	Egleston
Mary Frances Bushey, BSN, RN, CPN	Assistant Manager Nursing	Egleston
Kimberly Collett, BSN, RN, CPN	Assistant Manager Nursing	Egleston
Brittani Hawk, MSN, RN, CPN, CRAT, NPD-BC	Assistant Manager Cardiac Nursing	Egleston
Evan Hovis, BSN, RN, CPN	Assistant Manager Nursing	Egleston
Luciana Michna, BSN, RN, CCRN	Administrative Resource Nurse	Scottish Rite
Nakeisha Person, MSN, RN, CNL	Assistant Manager Nursing	Egleston
Jamie Streeter, MSN, RN, CPN, NE-BC	Assistant Manager Nursing	Scottish Rite
Sindhu Thomas, BSN, RN, CPN	Assistant Manager Nursing	Egleston
Laura Toops, BSN, RN, CCRN	Assistant Manager Cardiac Nursing	Egleston
Kay Van Voorhis, BSN, RN, CCRN	Assistant Manager Cardiac Nursing	Egleston
Stephanie Welling, BSN, RN, CPN	Assistant Manager Nursing	Scottish Rite
Leah White, BSN, RN, CCRN	Assistant Manager Nursing	Egleston
Heather Yarnell, BSN, RN, CPN, NE-BC	Assistant Manager Nursing	Scottish Rite

4. Coaching and Communicating for ANMs – This course, offered monthly, is an opportunity for veteran ANMs to refresh their understanding of fundamental leadership models.

9

Total ANM
Veteran Program
Sessions

4.8/5.0

Average
Session
Engagement

84%

of direct leaders who
report seeing their ANM
demonstrate accelerated
proficiency

938

Nursing Continuing
Professional
Development Credit
Hours Granted

Participant Feedback:

“[ANM] did not hesitate to give difficult feedback to a direct report. In the past she may have asked me for my thoughts, but she gave feedback, reviewed what she said with me, and [I agreed with her]. The feedback was appropriate, timely, and accurate... I can see an improvement.”

“[ANM] is more self-aware and is communicating more effectively. She is working on body language during stressful situations.”

Clinical Operations Development Program

Clinical operations managers and administrative resource nurses play a pivotal role in the Children’s ecosystem. While the ANM program launched, the Leadership Development team hosted focus groups and conversations with employees in these roles who represented different areas across the System to understand how best to invest in their development. The following individuals were critical in designing a meaningful program not only in content, but also in a realistic approach: **Kristin Carnall, MS, RN, NPD-BC, RNC-NIC; Tiffany Dyer, BSN, RN, CPN; Katie Gibson, MSN, RN, NE-BC; Mary Beth Gleeson, MSN, RN, NE-BC, NPD-BC, CPN, CNRN; Tiffany Green, BSN, RN, CNOR; Diane Nelson, MSN, RN, CPN, NE-BC; Erica Towery, MSN, RN, CPN; and Mikeon White, BSN, RN, CPN.** The Clinical Operations Development Program launched in October 2023 with its first cohort concluding in March 2024. The program's purpose is to equip these managers with leadership skills to effectively manage teams and impact operations. Upon completion of this program, participants will:

- Demonstrate an understanding of the leadership tasks required to be a successful manager at Children’s.
- Achieve proficiency in skills emphasized in program content and apply them on the job.

To accommodate the various needs of these employees, each person completed the Leadership Snapshot Assessment, which measures personality and judgment for specific leadership competencies and provides insights on leadership strengths and gaps. With this knowledge, participants could understand where to focus their own development. This assessment served as pre-work for a Clinical Operations Lab, where participants debriefed their reports and created personalized development plans that included courses organized into pathways that focus on areas of greatest need. The pathways and content are as follows:

COMMUNICATING & COLLABORATING	LEADING HIGH-PERFORMANCE TEAMS
Mastering Communication	Building Cohesive Teams
Giving Effective Feedback	Creating a Culture of Quality & Safety
Promoting Productive Conflict	Promoting Staff Engagement
Encouraging Diverse Thinking	Managing Change Resistance
Developing a Coaching Mindset	Fostering Individual & Team Resilience



Nurse Resiliency Programs

Increased acuity, staffing challenges and burnout can lead to turnover and further exacerbate workplace dissatisfaction. Children's leadership recognized the need to implement programming that will equip nurses with tools to effectively cope with stress, adapt to challenges and maintain emotional well-being. These programs help prevent burnout and enhance job satisfaction, which ultimately contribute to the overall quality of patient care.

With the support of a generous donation, Children's was able to launch four Nurse Resiliency Programs:

1. Deployment of emotional support kits following traumatic events
2. Integration of music therapy with musical instruments, speakers and choreography to reduce stress and anxiety
3. Opportunity for RNs to participate in local mission trips, providing care to migrant farmworkers
4. Community Nurse Fellowship, a nine-month program where RNs partner with community organizations to provide equitable care

Community Nurse Advocacy Fellowship

The Community Nurse Advocacy Fellowship was inspired by a long-standing program at Children's Hospital of Philadelphia (CHOP) that allows bedside nurses to practice in the community setting. After learning about CHOP's fellowship program, Magnet Program Manager **Colette Bernstein, BSN, RN**, embarked on implementing a similar program at Children's as an idea to help improve nurse resiliency. With the support of generous donor funds, Colette worked with nursing leaders throughout the System to identify four internal and external community partnerships and programs that provided bedside nurses the opportunity to work in the community while receiving compensation for their time—a day away from the bedside but in the community.

Applications for the program opened in April and seven nurses were chosen to be part of the first fellowship cohort. These nurses identified their love for nursing and public health, admitted to feelings of burnout and showed signs of initiative and leadership.

Community Nurse Advocacy Fellowship Nurse Highlights

Emily Rudderow, BSN, RN Children's Strong4Life School Health Program

Emily Rudderow is a Central Staffing Nurse for all CPG and Judson Hawk Specialty Clinics whose passion for educating and taking care of kids sparked her interest in the Community Nurse Advocacy Fellowship program. Her love for patient advocacy and knowledge of obstacles patients and their families face was a perfect partnership

with Children's Regional School Nurse Coordinator Marnell Dujour, BSN, RN, CPN, NPD-BC. Together, Emily helps create education and programming for Georgia's school nurses and has been able to participate in hands-on skills education and training days. Emily assisted at the Annual School Health Leadership Conference in Macon, where she played a crucial role in ensuring the smooth execution of the conference.



**Meredith Romeo, BSN, RN, and
Megan Bruening, RN, BSN, CPN**
Project S.A.V.E.

Meredith Romeo is a Cardiac Intensive Care Unit nurse who longed to see her patients thriving in their communities instead of in the taxing CICU. The idea of seeing kids in their normal day-to-day activities ignited her desire to participate in the fellowship. She was partnered with Megan Bruening, a Share Team Nurse for the GPC and TICU units at Egleston. Megan's desire to participate in the fellowship came from her passion for working with vulnerable populations and wanting to provide training and education to improve school health and safety. Meredith and Megan have partnered with Kim Brown, MSN, RN, Senior Wellness Program Coordinator of Children's Project S.A.V.E. program. Project S.A.V.E. offers CPR training to teachers and educators so that schools are better prepared for cardiac emergencies. Megan and Meredith have been able to travel to schools and provide CPR education for school staff.



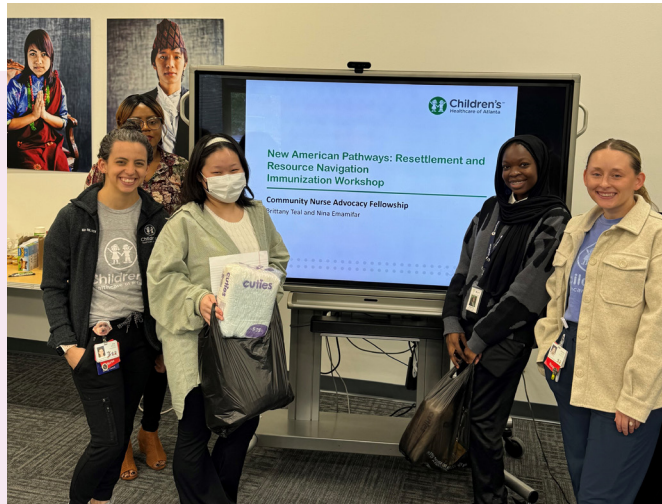
**Gaby Scott, BSN, RN, CPN, and
Jazmine Robinson, RN, BSN, CPHON**
Boyce L. Ansley School

Gaby Scott, Clinical Nurse Coordinator for Liver Transplant, has always had a deep passion for healthcare in the community setting. After serving in the Peace Corps, she witnessed the impact nurses have on communities by offering relationship-based care that positively impacts the whole family. When she learned about the fellowship, she was excited to apply her knowledge and passion for community care in this unique opportunity. Jazmine Robinson, Clinical Nurse 3 in the Aflac Hematology Clinic, wants to make a difference in the younger generation through education and interaction, which drew her to the fellowship. She was excited about the potential of learning from the community and the impact her experience in healthcare would provide in her

interactions with her patients. Together, Gaby and Jazmine have worked with the Boyce L. Ansley School, a tuition-free private school for families experiencing homelessness. In their partnership with the school, they have provided health education to students and teachers while playing a pivotal role establishing the inaugural school clinic.

**Brittany Teal, BSN, RN, CPN, and
Nina Emamifar, BSN, RN, CPN
New American Pathways**

Brittany Teal, Clinical Nurse in the Vascular Anomalies Clinic as part of CPG Judson Hawk Clinic, recognized the potential to expand her knowledge in outpatient nursing and give back to the community through participating in the fellowship. The fellowship also provided additional opportunities to work more directly with kids than she does in her daily job. Brittany was partnered with Nina Emamifar, Clinical Nurse 3 in 4WE at Egleston, whose passion for promoting health literacy, teaching and learning excited her about the opportunity. The two were connected to New American Pathways, an Atlanta-based nonprofit that works closely with refugee families to help them thrive in their new communities. Nina and Brittany have worked in an elementary program that provides after-school care to kindergarten through sixth graders. Through their interactions, they have exemplified the essence of being a nurse and have become role models for refugee children who may not have previously considered pursuing careers in nursing.



Farmworker Farm Health Program: Mission Trip to Moultrie

In 2023, Children’s partnered with Emory’s Nell Hodgson Woodruff School of Nursing to select 12 nurses and nurse practitioners to participate in a sponsored mission trip to Moultrie, Georgia, through the Farmworker Farm Health Program (FWFHP), offering staff a new resiliency initiative to renew nurse passion and reduce burnout.

The FWFHP is an immersion experience that brings together healthcare students, faculty and staff in South Georgia to provide basic healthcare services for migrant farmworkers and their families. Through this initiative, Children’s nurses and nurse practitioners provided physical, vision and hearing screenings, as well as glucose and blood pressure checks for more than 500 children of migrant farmworkers. During the night, they traveled to night clinics on local farms to provide care for over 600 migrant adult farmworkers with health education, diabetes screening and hypertension risk assessments.

By partnering with Emory’s Nell Hodgson Woodruff School of Nursing, the Children’s nurses not only helped address healthcare needs for the community but also mentored nursing students. Children’s staff provided nursing students with hands-on guidance and coaching while they assisted in the clinical care.

*“Working with the Emory students was wonderful,” said Beth Gansel, Urgent Care Administrative Resource Nurse.
“We met students who never considered going into pediatrics but demonstrated a real gift for working with kids.”*



“It was an incredible experience to participate in the Farmworker Family Health Program, providing wellness visits to these hardworking individuals,” said Khadijah Brown, Case Management Lead at Hughes Spalding. “It’s amazing to see how this community in need is right in our own backyard.”



The mission trip also provided an opportunity to collaborate with fellow Children’s employees and staff from other local healthcare organizations. Jasmine Farmer, Vascular Access ANM, agreed, saying, “I met some amazing nurses from Children’s that I would never have had the opportunity to meet, and they have become such a great support system. I know we will stay friends.”

In the future, Children’s leaders hope to expand the initiative to support other domestic medical trips and create unique opportunities for staff.

Arthur M. Blank Hospital AMBassador Program

Thousands of employees from across the System have played an active role in preparing for the move to Arthur M. Blank Hospital in September 2024, but perhaps no group has made an impact across the System like the Arthur M. Blank Hospital AMBassadors.

Through the AMBassador Program, more than 600 frontline staff, physicians and advanced practice providers – nearly 45% of whom are Children’s nurses—have been working tirelessly behind the scenes to help ensure that the transition to Arthur M. Blank Hospital is successful by helping their respective teams navigate change.

Our AMBassadors represent all clinical and non-clinical departments moving to Arthur M. Blank Hospital and are supporting the Hospital Planning Team with Transition Planning, Activation and Stabilization activities through move-in. Already accustomed to wearing many hats in their day-to-day, AMBassadors act as communication liaisons and experts-in-residence.

Through their positive attitudes, understanding of departmental protocols and standards, strong interpersonal skills, trust and loyalty, this group represents some of our very best.



Each month, AMBassadors meet with Hospital Planning Leaders and receive a communications toolkit to share with their teams and relay any feedback or questions. Throughout the month, the AMBassadors ensure that the most timely and relevant information reaches their departments through emails, meetings and huddles, always meeting their teams where they’re at.

Once Orientation and Training launches in 2024, these AMBassadors will also play an integral role in department-specific orientation, training, tours, dress rehearsals and other move preparations, providing hands-on support and acting as the primary trainers. In most cases, they will be devoting 30 to 40 hours a month to their AMBassador roles during this time.

This exceptional group embodies our Values and personifies our Mission each day. Their voice and influence are powerful in helping to generate excitement and supporting staff in feeling prepared for the move. We are excited to witness the heroic role they are playing in this exciting new chapter in the Children’s Story, and we are grateful for their unwavering dedication to Children’s and the patients we serve.

“We are growing, and more kids (in our city) are going to experience better care because of Arthur M. Blank Hospital.”

– Rick Bell, AMBassador and Assistant Nurse Manager

Workforce: Attract, grow and retain a diverse and flexible nursing workforce who are resilient and adaptive to change.

Nurse Residency Program

Clinical Learning is a department in our organization that consistently strives to be an example of fulfilling the Children's Promise of *People First, Children's Always*. The Nurse & Respiratory Residency Program (NRRP) is a Clinical Learning program that exemplifies this by putting people first in the classroom.

The NRRP, coordinated by Savanna Ziegler, MSN, RN, NPD-BC, is a transition to practice program for new graduate nurses and respiratory therapists that spans approximately 12 months post-hire. The purpose of NRRP is to support new graduates and help bridge the gap between their academic education and professional practice. To increase confidence at the bedside, the 12-month program includes System-level classes, specialty-specific classes, orientation at the bedside with a team of preceptors and onboarding specialists, simulations and hands-on training, and practice of clinical skills early in the program. It also includes classes with tips on easing the transition, covering topics like cultivating a healthy work culture, building resilience, addressing moral distress, educating patients and families, developing leadership skills and growing one's career at Children's.

Through this program, newly graduated nurses begin their nursing journey with the camaraderie and support of a cohort of fellow new graduates. In 2023, 16 cohorts were offered throughout the year to accommodate various graduation timings. With an impressive 547 new graduate nurses who were hired and onboarded (up 20% from 2022 and 152% from 2020 NRRP participation), 2023 was a record-breaking year!

NRRP participants provided positive feedback, with overall class and content effectiveness ratings of 4.88 on a five-point scale (98% approval score).

After a two-year pilot, NRRP expanded in 2023 to feature a debriefing group as part of all new graduate nurses' residency program. Debriefing groups are comprised of 12 to 14 new graduates from across the System, all with five to seven months of experience in their role. Literature indicates that new graduates are a vulnerable population in nursing and healthcare, especially when adjusting to their new career and scope of practice. The debriefing groups provide opportunities to reflect and talk about the participants' challenges, difficulties and experiences at the bedside and help to build the resiliency skills needed for long-term career success. This has been NRRP's most enjoyable and impactful class for participants to meet colleagues with similar experiences from across the System.

In 2023, these debriefing groups have brought together almost 370 new graduates from all three Children's hospital campuses and the Center for Advanced Pediatrics. Evaluations in the pilot phase (2021-22) and initial implementation (2023) indicate that the NRRP debriefing groups achieve their mission of supporting the Children's Promise by easing new graduates' transitions into nursing practice.

2023 Feedback:

“The activity provided the opportunity to reflect on challenges and accomplishments.”

97%
agree

“The activity was valuable because it allowed me to connect with my peers.”

97%
agree

“The activity helped support my transition to practice as a new clinician.”

96%
agree



Respite Rooms at Hughes Spalding

In January 2023, the Hughes Spalding Shared Leadership Engagement Council agreed to focus on the well-being topics of resiliency, engagement and recognition. The deliverables outlined to support resiliency included engaging staff support and the Strong4Life department for resiliency events and creating a Respite Room. In May 2023, all Hughes Spalding employees, including direct care nurses, were invited to participate in a voluntary electronic survey to provide input about the future Respite Room. Questions included the following, with the most frequent responses in parentheses:



What amenities bring the greatest sense of calm?
(sound machine, comfortable chair, ambient lighting, drinks and snacks)



How would employees use the room?
(respite and relaxation)



What is an appropriate length of time to use the room?
(16-30 minutes)



Can others use the room at the same time?
(yes)



How many people can use the room at the same time?
(two)

After analyzing the survey results, the Engagement Council launched the Respite Room in August 2023. The Respite Room is a “pop-up” space, available 24 hours per day for one week each month and is designated for staff to use to regroup, renew and refocus. The room can accommodate two people at a time and includes reclining chairs, light snacks, beverages, coloring activities and stress balls. On average, the room services 10-15 employees a day. The Engagement Council has received an overwhelming, positive response for the Respite Room and is currently seeking ways to expand the monthly hours of availability.



Urgent Care 101 for Nurses

In response to feedback gathered from staff ANMs and providers through various channels, Urgent Care (UC) leadership and education team recognized an opportunity to enhance development for new and experienced UC nurses. With the increasing complexity and acuity of patients in UC locations, the importance of preparing and equipping nurses for these challenges became evident.

The UC educators, **Arzu Demir, BSN, RN, CPN, NPD-BC, Rachael Maddox BSN, RN, CPN,** and **Monique Perkins BSN, RN, CPN,** collaborated with ED educators to conduct a thorough review of onboarding courses, timelines and active course participation. This collaboration led to the development of "Urgent Care 101" in the first quarter of 2023. This two-day course, integrated into the orientation process for all new UC nurses, covers didactic information and applying skills based on evidence-based practice content including Children's policies, Clinical Care Guidelines, Caregiver Initiated Protocols (CIPs), Pediatric Learning Solutions and Elsevier. As of the second quarter of 2023, participants receive continuing education credit for this course.

The course aligns with the Children's professional practice initiative to provide safe and evidence-based care—49 registered nurses, including seven ANMs and three clinical operations managers, have completed the course and began applying their new skills. This initiative reflects our commitment to ensuring UC nurses are well prepared to deliver quality care to patients with diverse complexities and acuity levels, including those transferred by ambulance or the Children's Air Transport Team for higher level of care.

Participants are highly engaged during the class and report a better understanding and increased confidence. Staff feedback after attending UC 101 included:



Urgent Care 101 for Nurses

NAME/CREDENTIALS	NAME/CREDENTIALS	NAME/CREDENTIALS
Alissa Cash, BSN, RN	Erin Ellis, MSN, RN	Loren Jensen, BSN, RN
Alyson Myer, BSN, RN, CPN	Haley Herring, BSN, RN	Lynda Moerke, ADN, RN
Amanda Sharrett, BSN, RN	Heather Spaugh, BSN, RN	Manuel Bouffard, BSN, RN
Amy Thompson, BSN, RN	Hillary Park, BSN, RN	Maria Curione, BSN, RN
April Patel, BSN, RN, CPN	Jacqueline Hall, BSN, RN	Mary Ann McCullough, ADN, RN
Awa Timite, BSN, RN	Jennifer Fuller, ADN, RN, TNCC	Meghan Englishby, BSN, RN
Beth Kie, BSN, RN, CPN	Jing Yang, BSN, RN	Meredith Johnson, BSN, RN
Brigida Wharton, BSN, RN, CPEN	Joan Gebhardt, BSN, RN	Neslihan Karan, BSN, RN
Chau Nguyen, BSN, RN	Jodi Roberts, BSN, RN, CPN, NPD-BC	Paola Miranda, BSN, RN
Christina King, BSN, RN	Jonalisa Kelley, BSN, RN, CPN	Patricia Hungerbuhler, BSN, RN, CPN
Christine Dunagan, BSN, RN, CPEN	Joy Tennyson, BSN, RN	Sara Nester, MSN, RN
Courtney Nastasia, ADN, RN	Juhi Patel, BSN, RN	Stephanie Henderson, BSN, RN
Cynthia Ong, BSN, RN	Karen Hill, BSN, RN, CPEN	Tashanna McNeil, BSN, RN
Dana Clarke, MSN, RN	Katherine Heckcrote, BSN, RN, CPN	Tiera Duvall, BSN, RN, CPN
Elizabeth Ouellette, BSN, RN, CPN	Kathryn Thompson, BSN, RN	Valerie Roberts, BSN, RN
Elizabeth Bolton, BSN, RN, TNCC	Kimberly Hendrix, ADN, RN	Tiera Duvall, BSN, RN, CPN
Ellie Levister, BSN, RN	Laura Holladay, BSN, RN	Valerie Roberts, BSN, RN

PodTalks

PodTalks! is a Children's podcast that features employees throughout the System in an effort to spread positivity while highlighting the shared compassion and dedication among all staff members. Through storytelling, the podcast provides a platform to showcase the ways Children's employees contribute to the well-being of the patients and their families, whether directly at the bedside or behind the scenes, to create a positive and supportive environment.

By sharing these stories and perspectives, PodTalks! reminds listeners of the underlying mission and values that drive Children's employees. Regardless of the role, every person genuinely cares about the welfare of the children and their families. The podcast aims to uplift and inspire listeners by showcasing the heartwarming stories of Children's nurses.

Some of the 2023 highlights included an interview with Linda Cole, Chief Nursing Officer; a better understanding of Magnet Designation and what it means for nursing; an Ambulatory highlight hearing about the tremendous growth and expansion of ambulatory care over the past decade and four Advanced Practice Practitioners sharing their career paths that led them to the decision to go from RN to APRN.

2023 marked a big accomplishment of getting PodTalks! available on Spotify and Apple. Make sure to check it out!



Technology: Optimize use of technology to support care delivery, standardize nursing practice, and promote innovation and efficiency to achieve quality outcomes.

Nursing Informatics Council

This was the inaugural year for the Nursing Informatics Council (NIC) at Children's, a System-based Shared Leadership council. As the newest addition to the Children's Shared Leadership structure, the NIC supports the Nursing Strategic Plan by advocating for technology options that support standardization, quality, safety and practice initiatives for nursing and clinical teams.

The council, comprised of nurse leaders, clinical nurses and clinical informaticists from across the System, meets regularly to review, approve and prioritize technology projects and requests submitted through the NIC Request Form. The council prioritized the following improvements:

- Nursing efficiency: decreasing time in documentation and improving administrative tasks
- Nurse well-being: scheduling and staffing
- Patient care: reducing alert fatigue

Nursing Efficiency

NIC Change Request Process

The council developed a new process for requesting technology-related optimizations for inpatient nursing to increase efficiency. The request process went live in February and includes a NIC Request Form, a new option in the IS&T Solution Center for requesting technology-related enhancements and optimizations for inpatient nursing.

The process provides nurses the opportunity to submit technology-related change requests that support the council's goals. To provide the most clarity for the council, the form is divided into sections:

- Description: Define the problem, goals, measurable outcome indicators and existing, related policies.
- Recommendations: Reflect the requester's desire to participate in the potential project, indicate anticipated training needs and attach supporting evidence or documentation about the problem.
- Prioritization: Explain the request's potential impact on patient safety and quality, the patient/end user experience, compliance, workflow efficiency and financial resources.
- Clinical Scope and Patient Scope: Identify how many clinicians and patients would be affected by the potential project.

The request process has allowed the council to make meaningful and impactful improvements to improve efficiency in the delivery of quality nursing care.

In 2023, 28 requests were presented to the Nursing Informatics Council for review and voting. Some of the approved requests include adding choice for "appropriate for ethnicity" in support of diversity and inclusion efforts and adding brain reminder tasks where appropriate to support nurse efficiency.



Clinical Satisfaction with EHR Documentation – KLAS Arch Collaborative

The Arch Collaborative is a group of healthcare organizations committed to improving the electronic health record (EHR) documentation experience for clinicians. The standardized benchmarking surveys can be administered annually to help identify opportunities for improvements to the EHR. In a study featured in the Journal of The American Medical Association (JAMA) in September 2023, high user satisfaction with EHR documentation is strongly correlated to a strong EHR safety performance. For the first time in Q1 2023, Children’s offered the KLAS Research Arch Collaborative EHR experience survey to nurses. The survey captured the voices of 369 nurses representing all clinical areas. When compared to our organization, Children’s nurses were among the most satisfied users, with an overall satisfaction score of 76.5 (out of 100), compared to the overall satisfaction score of 67.7. In comparison to our peers, a score of 76.5 places Children’s in the 100th percentile for nurse satisfaction across the collaborative. Although this is wonderful news, we recognize opportunities for improvement still exist. We will continue to leverage this survey to help identify and measure improvements to Epic.

Nurse Well-Being and Patient Care

Mobile Scheduling with API

In partnership with the Central Staffing Office (CSO), IS&T worked to enable our scheduling software (API) on a mobile platform. The introduction of scheduling on mobile devices improves accessibility and ease of use for nurses to easily sign up for shifts, respond to shift needs and initiate a swap in scheduled shift.

Sharing Informatics Expertise with Others

Sarah Thompson, RN, BSN, MSHMI, Clinical Informaticist, is a clinical nurse who transitioned to nursing informatics and is now representing Children’s informatics expertise at conferences including:

- International Symposium of Human Factors and Ergonomics in Healthcare, Orlando, FL – March 2023: “Usability Testing at the Speed and Scale of Healthcare Operations: How can we follow best practices for clinical decision support design (nearly) every time?”
- AMIA Clinical Informatics Conference, Chicago, IL – May 2023: “Blood Hub: A One Stop Shop, A Discount Approach to Reducing Nursing Alert Burden, Accurate Dosing Weight: When the 10% Really Matters, and Improve or Remove: Challenges in Refining Ineffective Alerts; The Case of Elopement”
- Epic UGM, Verona, WI - August 2023: “A Discount Approach to Nurse Alert Frequency”
- AMIA Symposium, New Orleans, LA – November 2023: “NWIG Panel on Mentorship, Challenges in Translating CDS Across Institutions: Use Case with NPO Order”

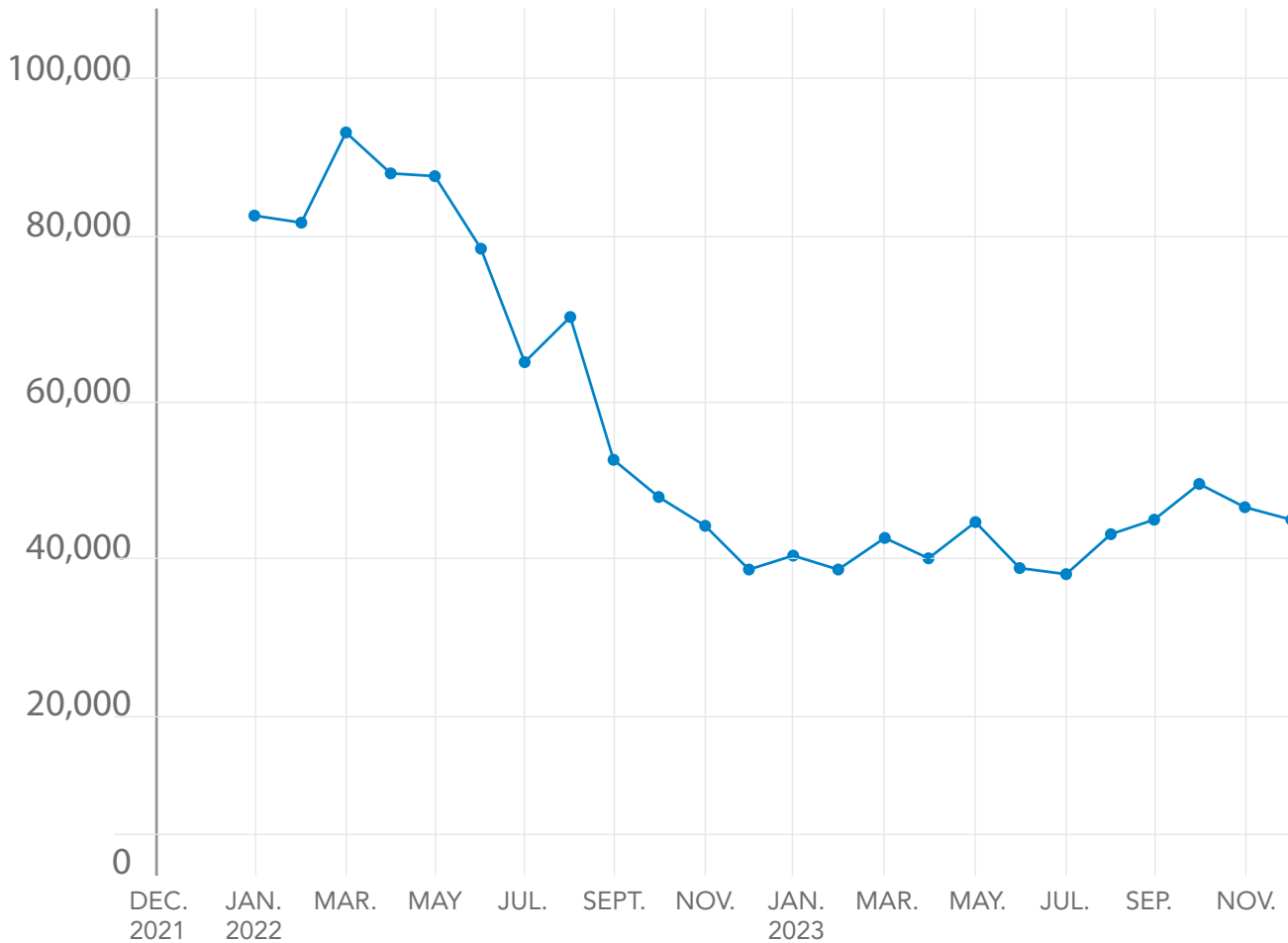
Alert Reduction

Formalizing our alert guidelines and principles to ensure new alert requests are targeted appropriately and existing alerts are updated accordingly was a priority in 2023. Our continued work includes using non-interruptive reminders for nursing first, such as Brain Tasks, additional text within orders and medication administration record actions. Next year, our focus will shift to include the effectiveness of alerts and continuing to bring existing alerts up to standard. Nurses are continuously encouraged to provide feedback on alerts so the team can know what is working well or not working well.

Total Interruptive Nurse BPAs

Total Interruptive Nursing Best Practice Alerts

Between 1/1/2022 and 12/31/2023 by month





New Technology for Arthur M. Blank Hospital

NIC members were critical in advising on the digital in-room experience and device integration technologies that will be in standard use at Arthur M. Blank Hospital. Early in 2023, the council provided guidance on the new in-room cameras and helped to prioritize use cases for opening day. In addition, council members have participated in workgroups to determine device integration settings and alarm routing configurations. Although this work will first be featured at Arthur M. Blank Hospital in the fall, it sets the foundation for which we can build and deploy this technology System-wide in the future.

Conclusion

As we look toward 2024, the council will continue to focus on our key themes of nurse efficiency, nurse well-being and patient care. The council will leverage data from our benchmarking tools, such as Epic's Nurse Efficiency Assessment Tool and KLAS' EHR Experience survey to identify system improvements that will positively impact our nurses.

Year after year, through unwavering dedication and tireless efforts,
Children's Healthcare of Atlanta nurses continue building
an indelible legacy of greatness within our community.

Children's nurses, we

THANK YOU

for your devotion to excellence in patient care, collaboration and innovation.

Each of you is an important part of the Children's family, working together
to make kids better today and healthier tomorrow.



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